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**RELATIONSHIP OF SERVANT LEADERSHIP, ETHICAL
LEADERSHIP AND WORK ENGAGEMENT: THE ROLE OF
PROACTIVE PERSONALITY AS MODERATOR**



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LEADERSHIP AND WORK ENGAGEMENT: THE ROLE OF
PROACTIVE PERSONALITY AS MODERATOR**



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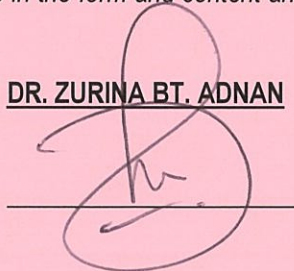
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ABSTRACT

The purpose of this study is to examine the relationship between servant leadership ethical leadership and work engagement among support staff and to identify whether proactive personality moderate the relationship in one of Development Financial Institution (DFI) organization at Kuala Lumpur. Simple random sampling technique was used for this study where total number of 113 survey questionnaire forms was distributed to selected respondents which only 103 were usable for analysis. Pre-analysis by using exploratory factor analysis found that all variables loading value was distributed consistently except for servant leadership. Post-analysis of correlation and regression analysis to test the hypotheses revealed that both ethical leadership and proactive personality has significant positive relationship towards work engagement meanwhile proactive personality negatively moderate the relationship between ethical leadership and work engagement. Based on the findings, this study provided suggestions and recommendations in terms of practical implications for organization and future academic research.

Keywords: *Servant Leadership, Ethical Leadership, Proactive Personality, Work Engagement*



ABSTRAK

Tujuan kajian ini adalah untuk mengkaji hubungan antara kepimpinan servant, kepimpinan etika dan keterlibatan kerja serta untuk menentukan sama ada personaliti proaktif menyederhana hubungan tersebut di kalangan kakitangan sokongan sebuah organisasi Development Financial Institution (DFI) di Kuala Lumpur. Melalui teknik persampelan rawak mudah, sejumlah 113 borang soal selidik telah diagihkan secara terus kepada responden terpilih di mana hanya 103 borang soal selidik sahaja yang boleh digunakan bagi tujuan analisis. Pra-analisis dengan menggunakan *exploratory factor analysis* mendapati semua nilai loading bagi semua pemboleh ubah adalah bertabur seara konsisten kecuali bagi kepimpinan servant. Pasca-analisis menggunakan analisis korelasi dan regresi bagi pengujian hipotesis mendapati bahawa kepimpinan etika dan personaliti proaktif mempunyai hubungan positif yang signifikan terhadap keterlibatan kerja manakala personaliti proaktif secara negatifnya menyederhana hubungan antara kepimpinan etika dan keterlibatan kerja. Hasil dari dapatan kajian, kajian ini mengetengahkan cadangan dan syor dari segi implikasi terhadap organisasi dan terhadap kajian akademik pada masa hadapan.

Kata kunci: *Kepimpinan Servant, Kepimpinan Etika, Personaliti Proaktif, Keterlibatan Kerja*



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CHAPTER ONE

INTRODUCTION

1.1 Introduction

Employees are a valuable and important asset to any organization. Keeping an engaged employee is an important factor that needs to be taken seriously in order to maintain the organization in good shape. Good employees can impact directly and positively into the overall organizational performance and also into the level of engagement. The reason for this is that engaged employees are the most significant strength in a competitive environment as they will give meaningful results in terms of their contributions to the organization's efforts to achieve high performance (Oh, Cho, & Lim, 2017).

Consequently, organizations have to spend a huge amount of resources in order to maintain and retain their engaged employees by implementing strategies and activities year by year. For that reason, to ensure a high degree of engagement, organizations need to look beyond and not only in the form of employee motivation elements because creating a high-level positive workplace environment is increasingly essential for an organization (Yadav & Yadav, 2017). Furthermore, there is a call for research to find evidence, whether in practice and in theory, on the

means and reasons that individuals are engaged in the workplace in order to enhance organizational efficiency and employee well-being (Monga, 2018).

1.2 Background of The Study

The word “engagement” was first introduced by William Kahn in his first journal titled “Psychological Conditions of Personal Engagement and Disengagement at Work” in 1990. Since then, the amount of work engagement research has risen steadily fast over the previous two decades and has sparked significant interest among researchers in human resources, including human resource development (HRD) professionals and practitioners (De Clercq, Bouckennooghe, Raja, & Matsyborska, 2014; Plessis & Boshoff, 2018). Additionally, work engagement has now become one of the key concerns in management and the most widely studied element related to job satisfaction, organizational change, innovation, and performance improvement (Joo, Lim, & Kim, 2016). Furthermore, due to evidence that engaged workers can make an important contribution towards company and organizational success, awareness of the determinants of work engagement has been a concern of human resource management and academic researchers in recent decades (De Oliveira & Rocha, 2017).

According to Joyner (2015), as the importance of creating a high work engagement workplace environment becomes increasingly well quantified and urgent, the number of organizations that implement high work engagement strategies and initiatives has grown significantly. This is due to the fact that organizations need to cope with rapid external environment changes that generate a daunting set of work complexities, as a

consequence of the interplay between increasing uncertainties, globalization and competition, technological development, resource constraints, industry climate, and many other issues that affect workplace engagement. Therefore, the trend of work engagement in the corporate management either in public or private sectors, industries or working environment circle around the world has attracted a lot of attention for further research.

As many studies or reports have been published in relation to work engagement, there is still an on-going debate about the true concept of work engagement within an organization. This is because there is a notion that the term or concept of work engagement has a meaning, purpose, concept, and design that is very similar to job involvement, job satisfaction, and organizational commitment. Hence, the wide use of interchangeable constructs, such as work engagement, employee engagement, employee involvement, and organizational commitment, has resulted in confusion and redundancy in the field of engagement studies (Hoole & Bonnema, 2015). However, past research has found ample evidence that differentiates the meaning and interpretation in terms of psychological constructs between work engagement, organizational commitment, job involvement, and job satisfaction (Halberg & Schaufeli, 2006; Schaufeli, Leiter, & Maslach, 2009).

Therefore, for the purpose of engagement studies, the concept of work engagement is defined as “a positive, fulfilling work-related state of mind that is characterised by vigour, dedication, and absorption” (Schaufeli, Bakker, & Salanova, 2006). Simone, Cicotto, Pinna, and Giustiniano (2016) further clarified that through the dimensions of energy and one’s work identification elements under the work engagement

concept, engaged employees are assumed to be energetic and enthusiastically involved in their tasks. This leads to academicians and corporate practitioners such as in the fields of psychology, business management, human resource development, and organizational development to pay tremendous awareness into work engagement because organizations need employees who have elements of energy, are dedicated and absorbed in doing their work (Kim & Park, 2017).

There are many factors or drivers that contribute toward the level of work engagement among employees, such as career development opportunities, efficient talent management, organizational leadership, clear defined policies and values, respectful and fair treatment among every level of employees, standard of ethical behaviours, delegates of authority or empowerment, effective communication, acceptance level of pay and benefits as well as the nature of the job or task performed by the employees (Chandani, Mehta, Mall, & Khokhar, 2016). From all these various elements, leadership is the most important factor that can have a direct impact on optimising the level of work engagement within the organization. Past research has found strong evidence suggesting that leadership is a key factor in enhancing work engagement amongst employees, especially when they carry out their duties and tasks (Bakker, 2011; Abidin, 2017).

The relationship between leaders and followers has currently gained significant interest, particularly in the corporate world. Excellent leadership is a vital element if an organization wants the highest performance from employees as they want leaders who they can trust and be honest to them to restore confidence and hope within their leader-follower relationship (Choudhary, Akhtar, & Zaheer, 2013; Luceena &

Cavazotte, 2016). Furthermore, leadership is one of the key elements of organizational management where the effective leadership factor in an organization is able to contribute profoundly towards the well-being of the company, industry, and the nation's growth (Odumeru & Ifeanyi, 2013). In fact, in the challenging and fast-changing environment and globalization experienced by many organizations today in the 21st century market, they will need a new and more established leadership to maintain their sustainability by introducing a positive leadership idea and fostering positive employee relations (Hsieh & Wang, 2015). To keep the work engagement environment within the organization, leadership is the key factor where supportive and encouraging leaders will help their employees to grow and develop (Plessie & Boshoff, 2018). Therefore, there is an increased interest that emphasises moral values based on leaders' behaviours as part of positive leadership, for instance ethical leadership, authentic leadership, and servant leadership. These three leadership forms are gaining popularity among organizations as well as among scholars (Hoch, Bommer, Dulebohn, & Wu, 2016).

In addition to value based leadership, a person's personality can also play a role in determining the level of work engagement among employees. It is because proactive workers are crucial in organizations where a proactive individual has an unique feature that defines the behavioral propensity towards personal initiative to build a conducive working environment (Wang, Zhang, Thomas, Yu, and Spitzmueller, 2017). The use of proactive personality terms in determining the positive behavior of workers is beginning to play an important role in the study of organizational behavior, and is also linked on how to apply proactive personality to get the maximum positive work outcomes. This is aligned with recent interest in proactive

personality studies due to the fact that proactivity person in many organizations is becoming a necessity rather than a choice where research currently now focuses on trying to understand how people act proactively and carry on their personality on wider role at work (Bergeron, Schroeder, and Martinez, 2014). Furthermore, in relating to leader-followers relationship, Cai, Cai, Sun, and Ma (2018) argued that there is no social vacuity in leadership, but rather a social process developed around the relationship between managers and their staff with the existence of followers' characteristics differences such as proactive personality element. This means that person's proactive personality can act as a buffer or stimulus in the social process to achieve greater work outcomes such as work engagement.

All of the elements discussed such as work engagement, leadership and proactive personality are elements that are emphasized by organizations such as in Development Financial Institution (DFI). Malaysia Development Financial Institution (DFI) is the established specialized financial related company mandated by the Government under provision of Bank Negara Malaysia to develop and promote specific key sectors which are strategically important to the country's socioeconomic development objectives. In order to carry out the mandate, Development Financial Institution (DFI) needs to remain focused on fulfilling its objectives by improving the company's performance level by applying best practices and good governance according to industry standards. Despite the current economic and political challenges, Development Financial Institution (DFI) also needs to continue to pursue ahead in achieving their objectives with effective leadership, prudent and efficiency management, strong corporate governance and more

engagement with all appropriate stakeholders including improving their support staff engagement level in working towards their objectives.

In order to achieve Development Financial Institution (DFI) organization goals as mandated, the level of work efficiency such as work engagement among support staff is crucial. Support staff in Development Financial Institution (DFI) are an important backbone in various aspects of the operations and implementation of organizational governance. Support staff group in day-to-day work can be unpredictable, multitask, and typically repetitive which the tasks assigned to them generally have long-term goals due to the nature of the role where they need to participate, engage and coordinate with other co-workers to accomplish the task they have been given (Isa & Ibrahim, 2014). Support staff task or responsibilities usually has little structure and mostly cannot be standardized as they required to utilized any resources available to achieve their own performance indicator by following leaders direction, supporting department roles and optimally engaging with different stakeholders. Proper support and appropriate leadership behavior together with proactivity personality by individual support staff can have a positive impact on their level of work engagement and increase support staff productivity especially in Government related companies such as Development Financial Institution (DFI).

From this point, this study will undertake to find an evidence on how leadership behavior and individual proactive personality can have an impact into work engagement among support staff especially in selected Development Financial Institution (DFI) company environment.

1.3 Problem Statement and Research Gap

Recent findings showed that the level of work engagement among employees in an organization continues to decline every year and the work engagement performance in Malaysia has not improved. Singapore-based International Data Corporation (IDC) stated that only 23% of Malaysian employees feel that they are satisfied and engaged at their organization (Zakaria, Idris, Samah, & Abiddin, 2018). Report also indicated that the work engagement level of Malaysian employees dropped two points to 59% and was the least engaged nation in Asia Pacific other than Thailand, India, and China (AON Hewitt, 2017). Even though work engagement of Development Financial Institution (DFI) employees or support staff in Malaysia has not been recorded either in statistics or in academic studies, recent report shows that as overall only 40% of Malaysian workers are engaged because of low productivity, low motivation to perform better in work and high staff turnover especially among lower level management workers (Haruna & Marthandan, 2017).

Series of misconducts from the managerial level or leaders that behave unethically involving corporate scandals, such as corruption, bribery, fraud, manipulation, abuse or other unethical practices, have effects on the image of the company's executive leaders and this occurs in all types of organizations (Marquardt, Brown, & Casper, 2018; Frew, Mitiku, & Mebratu, 2016; Jones & Lasthuizen, 2018). Several reports showed that there is a rising trend of corporate scandal, for example fraud cases committed by organization leaders from 2014 to 2016. This has become common or embedded in companies even though there are varying differences from one industry to another, especially with the cases involving the 1Malaysia Development Berhad

controversial corporate scandal (Sidhu, 17 January 2014; Saieed, 27 August 2016). Unethical leaders who commit unethical behaviours that lead to managerial misconduct can affect individual employees as well as organizations, such as loss of trust towards the leaders, toxicity in the work environment, and a high level of unethical behaviours among the staff (Lasakova & Remisova, 2015). All the negative consequences lead to terrible loss of work engagement level and deterioration of organizational performance.

Sousa and Dierendock (2014) stated that particular constructs, through which distinct kinds or different features of leadership can have an impact on work engagement, are still uncertain in many research. Generally, transformational leadership has been the only most popular element and has created a general niche in leadership and work engagement studies, especially in academic research even though the emergence of some new critical leadership studies have been introduced (Caniels, Semeijn, & Renders, 2017). Pipitvej (2014) also argued that most research on the relation between leadership and work engagement focused heavily on transformational leadership, which is broadly adopted by current organizations. Nevertheless, only a few empirical studies are known for other leaderships.

Previous studies have looked into different types of leadership constructs that differ from transformational leadership, for instance transactional leadership (Bass, Avolio, Jung, & Berson, 2003), authentic leadership (Avolio & Gardner, 2005), authoritarian leadership (Martin, 2005), paternalistic leadership (Pellegrini & Scandura, 2008), charismatic leadership (Yukl, 1999), participative leadership (Rok, 2009), and supportive leadership (Schyns, Veldhoven, & Wood, 2009). However, research on

servant leadership and ethical leadership are limited and scarce in terms of empirical evidence, especially in relation to organizational relevance outcome such as work engagement (Demirtas 2013; Clerq, Bouckennooghe, & Matsyborska, 2014; Demirtas, Hannah, Gok, Arslan, & Capar, 2015; Kaur, 2018).

Yao, Woan, Li, and Ahmad (2017) specified that there is less concern among researchers on other types of leadership that can enhance work outcomes, especially in the Malaysian context. For example, research relating to ethical leadership is slowly growing in numbers and literature evidence shows that little effort has been put in studies, especially to identify the relation of ethical leadership elements and their effectiveness in Malaysian organizations (Vikaraman, Mansor, & Hamzah, 2018; Madanchian, Hussein, Noordin, & Taherdoust, 2018).

There are a few previous studies that looked into the relation between ethical leadership and work engagement in Malaysia, namely in the construction industry (Yao, Woan, Li, & Ahmad, 2017), small and medium enterprise industry (Madanchian, Hussein, Noordin, & Taherdoust, 2018), and education or teaching institutions (Vikaraman, Mansor, Hamzah, & Razak, 2018). However, to date, no such study has been conducted on the relation of ethical leadership and work engagement in Development Financial Institutions (DFI). Literature search also found that studies relating to servant leadership and work engagement in the Malaysian context is almost non-existent. Several studies focused the outcome of servant leadership only into organizational commitment (Ramli & Desa, 2014; Goh & Low, 2014) and not into work engagement specially in Development Financial Institutions (DFI).

There is an uncertainty whether any interaction of an employee's psychological, traits or personal characteristics can help employees to behave ethically and also maintain a high level of work engagement. Buil, Martinez, and Matute (2019) stated that personnel-like characteristics of the employee may help to affect the attitude and behaviour of followers, where previous studies found that personality is an important element in fostering positive working behaviours of employees. Yang, Yan, Fan, and Luo (2017) also noted that employees' work outcomes such as work engagement can be affected by the conformity of both leaders' behaviours and followers' personality as a joint effect in one conceptual model.

However, a meta-analysis study by Knight, Patterson, and Dawson (2017) found that the influence of interaction elements in the study of relationships on work engagement is still small. Although researchers have extensively studied interactions that may enhance work engagement among employees, such as leadership, job resources, personal resources, and health, few studies have used personality elements as interactions on work engagement relationships (Young, Glerum, Wang, & Joseph, 2018).

Based on the existing gaps, several questions can be raised: Do servant leadership, ethical leadership, and personality have an effect on employees' work engagement level? Can personality elements interact with the relation between servant leadership, ethical leadership, and work engagement among employees as suggested?

Therefore, this study will look at the integration of servant leadership, ethical leadership, individual proactive personality, and work engagement especially on

selected Development Financial Institution (DFI), on whether the relation of different leaderships and interactions of proactive personality can contribute towards the work engagement level and thus help this organization to achieve their goals.

1.4 Research Questions

To find the relationship between servant leadership and ethical leadership (as independent variables) on work engagement (as dependent variables) and the effect of proactive personality (as moderating variable) among Development Financial Institution (DFI) support staff, this research has raised these questions:

- (1) Does servant leadership have a significant relationship on work engagement among Development Financial Institution (DFI) support staff?
- (2) Does ethical leadership have a significant relationship on work engagement among Development Financial Institution (DFI) support staff?
- (3) Does proactive personality have a significant relationship on work engagement among Development Financial Institution (DFI) support staff?
- (4) Does proactive personality moderate the effect on the relationship between servant leadership and work engagement among Development Financial Institution (DFI) support staff?

- (5) Does proactive personality moderate the effect on the relationship between ethical leadership and work engagement among Development Financial Institution (DFI) support staff?

1.5 Research Objectives

This study attempts to find and understand the connection or relationship between servant leadership and ethical leadership (as independent variables) on work engagement (as dependent variables) and also effect of proactive personality (as moderating variable) on the relationship among Development Financial Institution (DFI) support staff. Specifically, this research objectives aims to attain the following items:

- (1) To examine the relationship between servant leadership and work engagement among Development Financial Institution (DFI) support staff;
- (2) To examine the relationship between ethical leadership and work engagement among Development Financial Institution (DFI) support staff;
- (3) To examine the relationship between proactive personality and work engagement among Development Financial Institution (DFI) support staff;
- (4) To analyze the moderating effect of proactive personality on the relationship between servant leadership and work engagement among Development Financial Institution (DFI) support staff;

- (5) To analyze the moderating effect of proactive personality on the relationship between ethical leadership and work engagement among Development Financial Institution (DFI) support staff.

1.6 Significance of the Study

This study significantly contributes towards the existing research literature in three aspects.

First, this study can help the Development Financial Institution (DFI) human resource department to devise, shape, and implement various types of interventions or appropriate initiatives to maintain or improve the level of engagement among their employees based on the leadership style applied by their managers or leaders. Appropriate intervention strategies or steps can be guided by specific factors, such as leadership, that have links to increase the levels of engagement among workers in the organization.

Second, this study can give a significant contribution towards literature on understanding the influence of servant leadership and ethical leadership in shaping the positive behaviour of support staff, especially in the Malaysian organization context. Despite recent past studies that explored the relation between servant and ethical leaderships on work engagement, this study focuses specifically on servant leadership elements and ethical behaviours by the leaders from the perspective of followers or support staff.

Third, this research can also bring another notion in finding the effects of support staff's own proactive personality on the relation between leadership and work engagement, which can determine the consequences of one's behaviour and external influence in their daily work environment. This study's framework can be evolved into other types of leadership style that have similar elements, which are becoming more significant in academia studies involving leader-follower relationship, especially in the Malaysian context.

1.7 Scope of the Study

This study was conducted at one of Development Financial Institution (DFI) located at Kuala Lumpur where the population for this study comprises of 160 support staff within the selected Development Financial Institution (DFI) with the position level of Assistant Manager, Senior Executive, Executive and Clerical/Office Assistant meanwhile the unit analysis or target sample is the individual person of Development Financial Institution (DFI) support staff with the position level of Assistant Manager, Senior Executive, Executive and Clerical/Office Assistant. This study able to investigate and analyze the relationship of servant and ethical leadership of support staff on their leaders and how it is influence their work engagement with the effect of support staff proactive personality on that relationship. The data collection period for this study was conducted in early July 2019 and ended after three weeks. Based on the data collection, all the analysis was conducted in quantitative and statistical method to answer the research objective and hypotheses.

1.8 Definition of Key Terms

1.8.1 Work Engagement

Schaufeli & Bakker (2004) defines work engagement as “an active, positive work-related state that is characterized by vigor, dedication, and absorption”. Schaufeli, Bakker & Salanova (2006) then further defined the three dimension of work engagement from the definition as: (1) vigor means high levels of energy and mental resilience while in working; (2) dedication means strong involvement in own work and experience sense of significance, inspiration, pride and enthusiasm and; (3) absorption means fully concentrated and happily engrossed in their own work while have difficulties to detached from it.

1.8.2 Servant Leadership

Dierendonck (2011) defined servant leaders as the leaders who is servant first where it begins with the natural feeling that one wants to serve and then conscious choice brings one to aspire to lead. Meanwhile Liden, Wayne, Meuser, Hu, Wu & Liao (2014) defined servant leaders is the leaders who shows characteristics of emotional healing, creating value for community, conceptual skills, empowering, helping to grow and succeed , putting others first and behaving ethically.

1.8.3 Ethical Leadership

Brown, Trevino & Harrison (2005) defines ethical leadership as “the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making”.

1.8.4 Proactive Personality

Seibert, Crant & Kreimer (1999) defined proactive personality as “one who is relatively unconstrained by situational force and effects environmental change with rather stable personality characteristic that refers to showing initiative, persevering to bring about meaningful change and identifying opportunities and acting upon them”.

1.9 Organization of The Study

This study consist of five chapter. Chapter One discuss the introduction and bacskground of the research including background of the study, problem statement, research objectives, research questions, scope of the study, significant of the study and definition of research key terms. Chapter Two comprise analysis of literature review which discuss the details explanation of each variables, past studies relating to variables, and underpinning theory to support the research and research framework. Chapter Three focuses on research methodology which highlight the hypotheses development, research design, data collection sources and procedures, population and sampling, research instruments and measurements, statistical method

for data analysis and pilot study for instrument reliability. Then, the study continued to Chapter Four which presents the outcome and analysis data of research that consist details of quantitative and statistical analysis for each variables and method including descriptive analysis, correlation and regression to test the hypotheses. Lastly, the study conclude with Chapter Five that discuss the findings, further recommendation, and study limitations.



CHAPTER TWO

LITERATURE REVIEW

2.1 Conceptualisation of Work Engagement

The topic on work engagement is among the most popular research topics in the field of psychology related to workers and human resource development in the present decade. Kahn (1990) was the first researcher to introduce a basic definition concept of work engagement which conceptualises it as “harnessing of organizational members”. His research adds to the definition of work engagement by stating that engaged employees are as fully physically, cognitively, and emotionally connected with their work roles because they are more likely to work harder through increased levels of discretionary effort than those who are disengaged (Kahn, 1990).

Rothbard (2001) then found two basic dimensional constructs from this early stage of work engagement definition, which is: (1) attention means the time the person or employee spends on thinking and doing their own work or task and; (2) absorption means the intensity of the person or employee’s focus on their role or task. Based on this original definition, it can be seen that work engagement is a psychological construct that is different from work satisfaction, work performance, work commitment, or work involvement because engaged people are fully aligned with the goals and objectives of the organization with the aim to contribute, going beyond the

sense of commitment (Hallberg & Schaufeli, 2006). Hoole and Hotz (2016) also argued that although work engagement is a complex and multi-dimensional concept in research these days, it is considered as a unique and distinct construct and contains significant elements of a person's well-being, emotion, and behavioural reactions.

There are also some other definitions by other researchers in their study on work engagement that give the same meaning and concept. Roberts and Davenport (2002) defined work engagement as a person's involvement in their job where they are highly engaged and motivated by their own work and thus aim to work harder and be more productive than others that they are more likely to produce the results their customers and organizations want. Harter, Schmidt, and Hayes (2002) stated that work engagement is defined as a positive behaviour that the organization expects from their employees to provide one hundred percent of their commitment to the organization's primary domain of productivity, creativity, and innovation. Shuck and Wollard (2010) also proposed a similar definition of work engagement, particularly for human resource development field as an individual's cognitive, emotional, and behavioural states of being utilised and directed toward desired organizational outcomes. From all these definitions, it can be concluded that there are three key aspects of work engagement, namely the existence of a positive work psychological experience that the employees face in their work, the energetic state of employee's own behaviour, and positive behavioural manifestation toward achieving organizational outcome (Green, Finkel, Fitzsimons, & Gino, 2017).

Although there are many different definitions and concepts of work engagement from other research sources, the definition of work engagement by Schaufeli and

Bakker (2004) is widely used, mostly in research and in the most celebrated research topic related to employee's psychological and human resource development. It is developed as a unique concept derived from a study conducted by Kahn (1990) related to the origins of engagement in the organization. Schaufeli and Bakker (2004) defined work engagement as "an active, positive work-related state that is characterised by vigour, dedication, and absorption".

There are three elements or dimensions of work engagement in the definition of: (1) vigour which refers to a person's high energy and mental resilience while performing his or her duties, willingness to do additional work and is always persistent when faced with any work problems; (2) dedication that refers to one's level of being strongly involved in one's work by experiencing a sense of significance, enthusiasm, challenge, enthusiasm, inspiration, and pride in doing their task; (3) absorption also refers to the stage of someone who is very concentrated and happily engrossed in one's work, whereby time passes quickly and has difficulties with detaching himself from one's task (Bakker, Demerouti, Hakanen, & Xanthopoulou, 2007; Bakker, 2011). This three-factor model or multidimensionality of work engagement introduced by Schaufeli and Bakker (2004) has become the most influential and most commonly used paradigm in research (Kulikowski, 2017).

Even though previous studies have found that three main dimensions that formed the concept of work engagement, namely vigour, dedication, and absorption were most popularly accepted in many previous studies, Kulikowski (2011) argued that from the practical view of studies, it is more reasonable to measure and interpret work engagement as a homogeneous construct or simply as a one factor model or uni-

dimensionality. This is because according to Schaufeli, Bakker, and Salanova (2006), the three dimensions in work engagement theory have the meanings, criteria, and elements that almost resemble to each other, and thus they suggested the computing of all three dimensions scores into one construct dimension as the indicator of work engagement.

Furthermore, a few research have also confirmed that the shortened version from the three factor model of multi-dimensionality of work engagement measures is interrelated to each dimension, and subsequently, the researchers have suggested that the total scores of work engagement can be used for practical purposes in measuring work engagement as a whole to avoid confusion especially when regression analysis is being used (Simbula, Gugliemi, Schaufeli, & Depolo, 2013). The use of the short version or the uni-dimensionality of work engagement instrument by Schaufeli, Bakker, and Salanova (2006) with a unitary similar reliable construct can have a positive effect on researchers as brief measures will reduce participants fatigue, frustration, and likelihood of refusing to answer the measurement items because long survey is time consuming (Schaufeli, Shimazu, Hakanen, Salanova, & Witte, 2017).

Previous studies have shown that positive behaviours in work, such as job satisfaction, job involvement, low turnover intentions, and organizational commitment were directly related to work engagement (Schaufeli & Bakker, 2004). Lu, Wang, Du, Lu, and Bakker (2014) also argued that employees with high levels of work engagement have found that their work was very interesting and meaningful to them, and they felt energetic when performing their task, and thus they experienced positive effects, such as happiness, excitement, and enthusiasm. As a result of high

work engagement level, Joo, Lim, and Kim (2016) reported from the previous research that highly engaged workers produce positive organizational outcomes, such as high customer satisfaction levels, high productivity levels, low turnover intentions or absenteeism, increased positive behaviour, and increased employee commitment to the organization.

For instance, a high level of work engagement not only contributes positively to organizational competitive advantage in terms of financial success, but also reduces the level of occupational stress among workers, thereby enhancing employee motivation and organizational commitment level especially in the social service sector (Beukes & Botha, 2013). This finding is also in line with the research by Moura, Ramos, and Goncalves (2014) stating that the high level of work engagement can affect individual outcomes such as good health, positive work effect, and satisfaction, as well as organizational level outcomes such as organizational growth and productivity. Gag, Dar, and Mishra (2017) also found that high work engagement among employees will be negatively affected by situations or events that place within the organization while working and will not consequently be affected by work-related stress. Simone, Cicotto, Pinna, and Giustiniano (2016) concluded that significant high work engagement level within organization will affect various work-related outcomes and organizational performances, such as lower turnover intention and stress and burnout, as well as increase productivity, financial performance, employee commitment, organizational citizenship behaviour, and customer satisfaction.

Research also found that positive work results particularly work engagement have long-term benefits in organizations that wish to continuously emphasise in the process of promoting the significance of work meaningfulness among employees (Geldenhuys, Laba, & Venter, 2014). Furthermore, work engagement has a positive and beneficial impact on employees and organizations because engaged employees will perform well in their duties rather than disengaged workers due to having positive emotions, excitement, and determination in doing their job — showing outgoing attitude with others, being helpful, confident, and optimistic (Guo, Du, Xie, & Mo, 2017). In terms of health psychological condition, studies also found that engaged workers were less likely to take sick leave (Rongen, Robroek, Schaufeli, & Burdoff, 2014), inclined to work extra hours and more likely to maintain their health in a work stress environment (Costa, Passos, & Bakker, 2014), and thus lower turnover intention (Coetzee, Schreuder, & Tladinyane, 2014) and resulting in reduced absenteeism, burnout, and higher task demands (Munir, Houdmont, Clemes, Wilson, Kerr, & Addley, 2015).

Besides, engaged employees are involved in their work physically, cognitively, and emotionally, which are particularly effective when they connect with their own work compared to disengaged workers, indicating the tendencies to higher learning motivation, proactive habits or behaviours, and reduced complaints of tiredness as they feel that their work is connected to positive achievements (Garcia-Sierra, Castro, & Zaragoza, 2015; Garg, Dar, & Mishra, 2017). Overall, engagement has a positive impact on the organization as well as being one of the driving forces in improving the organization's competitiveness and corporate governance (Engelbrecht, Heine, & Mahembe, 2014).

2.2 Conceptualisation of Servant Leadership

The theory and the concept of servant leadership was introduced by Greenleaf (1977) where this leadership theory focuses on leaders who put their followers' needs ahead of the stakeholders as well as him. Greenleaf (1977) defines servant leadership as "the servant-leader who is servant first where it begins with the natural feeling that one wants to serve and then conscious choice brings one to aspire to lead". Based on this definition, Dierendonck (2011) states that there is a lack of accurate definition of servant leadership which causes many interpretations and different perceptions in determining the exact definition and formulation of specific behaviours and characteristics of servant leadership. For example, Hall (1991) defines servant leadership as a "person who invests himself or herself in enabling others, in helping them to be and to do their best". Meanwhile, Northouse (2004) defines servant leadership as "a strong altruistic ethical overtone which emphasises leaders being attentive to the concerns of their followers where they should take care of them and nurture them, and in return they will take care of the leaders." From some of these definitions, Winston and Fields (2015) argued that the concept of servant leadership has been described and operated through various multi-dimensions of varying studies and in a relatively wide of characteristics in which there were still less agreement on a clear definition of servant leadership and the possible mechanism of how it works.

From the servant leadership concept; Russell and Stone (2002), in their theoretical study finds nine basic attributes or effective characteristics of servant leaders, such as visionary, integrity, trustworthy, service-oriented, modelling, pioneering, showing appreciation to others, and empowerment. These attributes are not a new constructs

in leadership theories as these can be traced back to some historical leaders, such as Mahatma Gandhi, Mother Teresa, and Martin Luther King who had practiced and upheld a few servant characteristics in their leadership styles (Keets & Abaldo, 2017). All these historical figures showed that their leadership behaviour and character as a servant to people do not reflect their own but embrace the wishes of all their followers to achieve their common goals.

In addition, Mahembe and Englebrecht (2013) argued that servant leadership is based on the leader's belief that they can bring out the best out of their followers, rely on each other's communication to explore the capabilities, needs, goals, and individual strength of their followers in which all these unique information can be used as a strong material for leaders to develop their followers' potential. It means that these servant leaders are not using their leader's power to get things done but instead to perform the service to their followers, persuade and convince where some qualities can be found in the servant leader, such as altruism, humility, hope, caring for people, trustworthiness, and interpersonal acceptance (Dierendonck, 2011).

Based on other leadership theories such as transformational leadership and ethical leadership, servant leadership is found to have a difference in the quality of behaviour and distinctiveness as it emphasises the unique influence of leaders on followers, stakeholders, and organizations (Hunter, Neubert, Perry, Witt, Penney, & Weinberger, 2013). This is because in a servant leadership, a leader uses his/her position to serve as a steward who places his/her duty and responsibilities in developing his/her followers to help them achieve the best self-fulfilling stage more than for power him/herself. Goh and Low (2014) also agreed that servant leadership

is not only a style of leadership, but it is more of a “servant hood”, which means leaders are willing to serve, more than the desire to gain recognition, rank, position, status, or prestige as it describes the willingness of the leaders to enhance their potential and ability of employees voluntarily. This behaviour also shows that they have the desire to reach the subordinates who need servant leaders’ help for the benefit of their own followers and to achieve organization’s objectives together.

Since servant leadership has its own distinctive characteristics and definitions from the previous studies, some multi-dimensionality constructs have been developed by some scholars in their studies which subsequently serve as instruments for the measurement of servant leadership behaviour. Barbuto and Wheeler (2006) was among the first scholars to put forward multi-dimensionality in his study of servant leadership theory which later formed an instrument for the measurement of servant behaviours among leaders. Their study divides servant leadership into five dimensions: (1) altruistic calling (the inner desire of the leaders to make positive changes to others); (2) emotional healing (leader’s commitment on using his skills to help someone who is in trouble and trauma as well as to gain a spiritual recovery); (3) wisdom (a leader’s consciousness to the surrounding situation and its consequences); (4) persuasive mapping (describing leaders using reasoning and mental frameworks) and; (5) organizational stewardship (describing leaders who are willing to make positive contributions to the organization and community through programmes or outreach).

Based on previous multi-dimensionality construct from Barbuto and Wheeler (2006), a few researchers then expanded the dimensions of servant leadership in more

specific and unique elements. Among them are Spears (2010) and Northouse (2016) who characterised ten elements, namely models and conceptualisation of multi-dimensionality servant leadership: (1) listening means leaders who communicate in interactive process including talking and listening; (2) empathy means leaders who attempt to look from the other person's point of view; (3) healing means leaders who care about people's personal well-being and help them to overcome problems; (4) awareness means leaders who are receptive and understand their environments, who know what is the impact to others; (5) persuasion means leaders who use precise and persistent message to convince others with a gentle non-judgemental argument; (6) conceptualisation means leaders who provide clear goals and direction based on other individual's abilities; (7) foresight means leaders who have the ability to predict the future based on past and current situations; (8) stewardship means leaders who take responsibility for the leadership role that is entrusted on them; (9) commitment to the people's growth means leaders who treat each other as an equal unique person with the values and ability to develop and make tangible contribution, and lastly; (10) building community means leaders who foster the development of a group of other people outside the organization with sense and humanity.

All the ten characteristics of servant leadership above were also summarised in the servant leadership multi-dimensionality research and instrument by Dierendonck and Nuijten (2011), which comprises of eight elements: (1) empowerment (focused on encouraging personal development); (2) accountability (mechanism of responsibility for individual or teams outcome); (3) standing back (priority to the people's interest first with a necessary support); (4) humility (ability to put own accomplishment by acknowledging their limitation and actively seeking others' contribution on how to

overcome it); (5) authenticity (expressing oneself inconsistent with inner thoughts and feeling); (6) courage (dare to take the risks and try new approaches to status-quo problems); (7) interpersonal acceptance (ability to understand and experience others' feelings and not carry grudge into any situation); and (8) stewardship (willingness to take responsibility for the institution to service to others instead of self-interest).

Although previous studies provided many multi-dimensionality elements and characteristics on a servant leader, another study had proposed a uni-dimensionality to servant leadership. Liden, Wayne, Meuser, Hu, Wu, and Liao (2014) suggested that items of servant leadership under the seven multi-dimensionality of their instruments in the established study by Liden, Wayne, Zhao, and Henderson (2008) can be summarised in only one dimension of measurement, where they argued that long scales or servant leadership instrument may have the unintended effect of reducing respondent attention when reading items, thus lowering the integrity of responses and subsequent validity. All the seven multi-dimensionality of servant leadership by Liden, Wayne, Zhao, and Henderson (2008), which is emotional healing, creating value to the community, conceptual skills, empowering, helping subordinates, putting subordinates first, and behaving ethically were all constructed into one uni-dimensionality instrument. Therefore, the one dimension scale is the shortest servant leadership instrument where it can result into positive consequences in reducing participants fatigue and saving times in collecting respondents' feedback and measuring global servant leadership among leaders of organization. Eva, Robin, Sendjaya, Dierendonck, and Liden (2018) had also agreed that using the global measure of servant leadership or uni-dimensionality is fairly easy and straightforward in terms of its unique competency-based instrument rather than the

character-based instrument, which makes the character-based questionnaire or items very long.

Past studies have shown much evidence that servant leadership has a positive effect on employees and organizations. Empirical research find that servant leadership can significantly improve several positive outcomes such as work satisfaction, individual job as well as organizational performance, organizational commitment, organizational citizenship behaviour, increased trust and empowerment between leaders-followers, reduce turnover intention, reduce burnout, better life fulfilment, and increase overall organization effectiveness (Freeman, 2011; Ramli & Desa, 2014; Ling, Liu & Wu, 2016; Harju, Schaufeli & Hakanen, 2017; Bao, Li & Zhao, 2018). To fulfil and achieve all the positive outcomes, servant leaders will inspire their followers by utilising their position and influence them by collaborating with their followers because servant leaders see their leadership in other's perspectives that they are not leaders who are full of praise, recognition, prestige or status, but they are leaders who want their followers to increase their full potential from within to achieve a positive outcome by serving and inspiring them (Goh & Low, 2014).

2.2.1 Servant Leadership and Work Engagement

A few previous studies have found that there are significant positive relationships between servant leadership and work engagement. Haar, Brougham, Roche, and Barney (2017), in their research found an evidence of positive relationships between servant leadership and all three dimensionality constructs of work engagement, namely vigour, dedication, and absorption even though they suggested exploring the

work engagement level as a distinct construct. Their research found that leaders are always concerned about serving their followers by helping them to grow and providing greater opportunities, which in turn provide followers with personal resources to enhance their work engagement. These findings are also aligned with the argument from Gotsis and Krimani (2016) that servant leaders are sensibly self-obliged towards shaping more humane working conditions among their followers by increasing work meaningfulness and reducing strict task requirements which will allow a sense of high work engagement through self-connection and contribution by both leaders and followers.

In addition, Rayan, Wong, and Banas (2015) also found that there is a significant positive relationship between servant leadership and work engagement among the government workers of the Philippines, where they found that work engagement also mediates a high level of servant leadership and job satisfaction. This result means that government leaders embrace servant leadership as a useful tool to provide service to their followers and produce a sort of trust as well as positive relationship, which engage followers more with their leaders and work. These findings are aligned with the argument from Saks (2006) who stated that people are more engaged at work due to the existing element of favourable reciprocal exchanges, whereby engaged people are likely to be in a more trusting and high quality relationship that is incorporated in servant leaders.

Meanwhile, a recent study by Bao, Li, and Zhao (2018) found that servant leadership has a significant relationship with work engagement among public sector workers in China, and this relationship happens mostly through social exchange mechanism.

They found that there is a relatively positive relationship between servant leadership and work engagement, in accordance with social exchange process where followers simply treat servant leaders as one of the leadership styles: followers may admire servant leaders in terms of their attributes or characteristics, but not follow exactly the attributes as their own due to lack of value congruence and self-perceived.

Even though there is low evidence on accepting servant leaders' value, the study by Bakker (2015) argued that the "positive circle" of servant leadership and work engagement variables suggesting for servant leaders to actively promote their attributes, empower psychological support and meaningful relationship which make their followers highly engaged in their work.

Based on the argument and research findings above, this research suggests that there is a significant positive relationship between servant leadership and work engagement.

2.3 Conceptualisation of Ethical Leadership

According to the dominant conceptualisation by Brown, Trevino, and Harrison (2005), ethical leadership in organizations can be defined as "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making". Ponnu and Tennakoon (2009) defined the phrase specifically as follows: (1) ethical leader is a legitimate and credible role model which the leader conducts a model that the followers consider as

normatively appropriate such as honesty, trustworthiness, fairness, and care; (2) ethical leader is not only focused on ethics but also always communicating with the followers in regards to ethics, empowering them to talk or voice out about it by creating appropriate processes; (3) ethical leaders set ethical standards at work, rewarding ethical followers and disciplining non ethical followers; and (4) ethical leaders are mindful of the ethical consequences of their decisions, and make principled or fair choices that can be followed by their followers. Hassan (2015) also agreed that ethical leadership principle attributes include being a role model to their followers, treating people fairly and justly and also actively as their capacity to managing ethics in the organization.

Based on the definition and prevailing theory, ethical leadership is empirically different from other leadership styles because of two fundamental elements that reflect an ethical leader, namely “moral person” and “moral manager” (Heres & Lasthuizen, 2012). The first element is “moral person” which refers to leaders’ personality characteristic and altruistic motivation characterised by honesty, integrity, and trustworthiness. Meanwhile, the second element, “moral manager” refers to leaders who make fair and balanced decisions, express role expectations aligned with organizational goals, and show sincere care for followers (Ahmad & Gao, 2018). Gan (2018) further explained that a moral person within ethical leaders always pay attention and consistently ensures that every action or behaviour is based on standard ethics and considers any unethical behaviour as unacceptable, making ethical leaders a role model to their subordinates. Furthermore, moral managers always want their followers to attain high levels of ethics, accountable to with any

consequences of their actions or moral behaviour, as well as care for others' interests in terms of maintaining their ethical behaviour.

Moral and ethics elements in ethical leadership are aligned with earlier argument by Brown and Trevino (2006), where ethical leaders will ensure that any decisions affecting the well-being of their followers inside or outside the organization have appropriate implications by providing fair decisions, guidance and promoting normative appropriate ethics behaviour, communicating continuously and clear about the ethical requirements achieved, and ensuring that every subordinate employee is responsible for every behaviour whether it is ethical or unethical.

Researchers have begun to see that ethical leadership is a different entity of leadership style than other leadership theories such as transformational leadership, authentic leadership, and servant leadership because there is an ethical element in leaders' behaviour that not only focus on ethical components but also on how ethical leaders behave (Hoogh & Hartog, 2008). Previous study also shows that empirically ethical leadership is a set of leadership that has its own constructs compared to other leadership styles which illustrate additional elements beyond the leadership style context, such as transformational leadership (Hartog & Belshack, 2012). This is in line with the study and argument by Yukl, Mahsud, Hassan, and Prussia (2013) which summarises that there are some key principles in ethical leadership that distinguish them from other leadership styles such as: (1) honesty and integrity principles that contain consistent action that emphasises the value of each action; (2) the principle of communication in disseminating and enforcing ethical standards; (3) the principle of justice or fairness in every decision and even avoiding elements of

favouritism; and (4) the principle of behaviour that indicates the showing of kindness, compassion, and concern for the needs and feelings of others.

Langlois, Lapointe, Valois, and Leeuw (2014) also agreed that ethical leadership is based on three dimensions of ethics depending on the professional judgement of a leader, namely the dimension of criticisms is associated with the establishment of leaders who dislike injustice and non-compliance of ethics, in particular, in the organization. This also includes the dimension of care that is related to interpersonal leaders relationships and human relationships that are considered important in the organization, as well as the dimension of justice relating to leaders perception and practice in organizations that emphasise human dignity and moral or ethical conduct in human relationship.

Based on the fundamentals of ethical leadership definition, Kalshoven, Hoogh, and Hartog (2011) had listed seven multi-dimensional characteristics of ethical leadership in their study, which consist of the following elements: (1) fairness which means a leader who does not practice favouritism, treats all his followers equally and makes right decisions in principle, equality, and justice; (2) power-sharing, which means a leader who gives the opportunity to followers to voice their opinions in decision making and become listeners to their ideas or problems; (3) role clarification, which means a leader who gives clear clarity in the duties, responsibilities, expectations, and objectives of their follower; (4) people orientation, which means a leader who cares, respects, and constantly supports his followers; (5) integrity, which means a leader who is consistent with their every word, behaviour, and action; (6) ethical guidance, which means a leader who constantly communicates and explain ethics,

code of conduct, and rules; and (7) concern for sustainability, which means a leader who cares about the environment and stimulate recycling.

These seven multidimensionality constructs of ethical leadership have been developed as a result of earlier study conducted by Hoogh and Hartog (2008). The authors had divided ethical leadership into three basic dimensions of fairness, power sharing, and role clarification. An additional dimension in ethical leadership corresponds to the argument of Walumbwa and Schauboreck (2009), who states that the dimension of ethical leadership also emphasises on moral aspects, promoting the ethics to their followers and voicing opinion among them. Overall, it can be seen that ethical leadership consists of several different multi-dimensionality constructs from Yukl, Mahsud, Hassan, and Prussia (2013) who proposed four dimensionality, as well as Kalshoven, Hoogh, and Hartog (2011) who proposed seven dimensionality.

While their study suggests that ethical leadership should have multi-dimensionality, a previous study suggests that ethical leadership can be seen in a uni-dimensionality. Brown, Trevino, and Harrison (2005) developed a pilot instrument to measure ethical leadership that is often used to measure ethical leader behaviour with stable reliability. This instrument can measure the relationship between variables, which combines different leader behaviours, including acting fairly and honestly, allowing followers' voice out, and rewarding ethical conduct in a single scale. A number of research studies have confirmed the construct reliability of a single model of ethical leadership in their research and the practicality used of a single scale uni-dimensionality instrument in measuring ethical leadership towards various variables

(Cheng, Chang, Kuo, & Cheung, 2014; Moore, Mayer, Chiang, Crossley, Karlesky, & Birtch, 2018; Gan, 2018; Ahmad & Gao, 2018).

Ethical leadership has an impact as a positive antecedent to positive outcome for employees and organizations. Based on previous research, ethical leaders offer rich benefits by making fair and balanced decisions and treating their followers around them in an ethical way. Past studies also show that ethical leadership can lead to significant positive results on job satisfaction, better task and work performance, organizational commitment such as effective commitment, employee organizational citizenship behaviour, increase in trust between leaders-followers, and expanding voice behaviour as well as significantly reducing negative results on bullying, misconduct, workplace deviance, and unethical behaviours (Qin, Wen, Ling, Zhou, & Tong, 2014; Cheng, Chang, Kuo, & Cheung, 2014; Moore, Mayer, Chiang, Crossley, Karlesky, & Birtch, 2018; Loi, Lam, Ngo, & Cheong, 2015; Garba, Babalola, & Guo, 2018).

Furthermore, Bhatnagar (2012) stated that through training, support, transparency, and communication, ethical leaders can provide employees the oversight of their work and development opportunities, promoting employee involvement in decision-making, making clear organizational goals, and the ability to plan job position of workers. Lawton and Paez (2015) and Ko, Ma, Bartnik, Haney, and Kang (2017) also agreed that the effectiveness of ethical leadership can bring numerous positive outcomes in few grouping aspects: (1) individual output outcome such as engagement, job satisfaction, commitment, and performance; (2) group outcome such as organizational citizenship behaviour, organizational fairness, and financial

performance; (3) leader outcome such as promotability and effectiveness of top management; and (4) followers ethical outcome such as negative bullying, negative misconduct, whistle-blowing, and moral voice.

2.3.1 Ethical Leadership and Work Engagement

In earlier studies, Brown, Trevino, and Harrison (2005) found that there is an evidence of significant positive relationship between ethical leadership and job dedication (which means the willingness to put extra effort in work), where dedication is one of the important dimensions under work engagement. This is due to the inherent characteristics of fairness and trustworthiness within ethical leaders who treat their followers fairly in the form of rewards, which in turn increases their motivation and work engagement (Saks, 2006). In fact, ethical leaders also encourage employee participation in decision-making through open communication and create autonomy for employees to develop themselves through training and support opportunities that are also important drivers of work engagement (Ahmad & Gao, 2018).

Hartog and Belshack (2012), in their studies also found that there is a significant positive relationship between ethical leadership and work engagement among social service workers, where evidence found that when workers see their leaders behave ethically, it thus increases the internal employee work engagement in doing their task ethically. This also showed that highly engaged employees displayed personal initiative towards their task and were less counterproductive towards their ethical leaders.

Demirtas, Hannah, Gok, Arslan, and Capar (2015), in their research found that there is an evidence of direct positive significant relationship between ethical leadership and work engagement. They argued that the relationship happens due to the inheritances of ethical behaviour and value nature among leaders who make significant meaningfulness of followers' task and that followers then reacted to it by enhancing their level of work engagement. Cheng, Chang, Kuo, and Cheung (2014) also agreed in their research that leader's ethical behaviour leadership can directly facilitate the follower's level of work engagement, whereby the result of their study showed an evidence of significant positive relationship between ethical leadership and work engagement.

Meanwhile, Engelbrecht, Heine, and Mahembe (2017), in their study also found that there is a positive relationship between ethical leadership and work engagement. The findings were confirmed by Hartog and Belschak (2012), who found that ethical leaders' behaviour contributes to a high level of work engagement among followers, and thus provide necessary empowerment or opportunities to followers, communicate openly about expectations, and inspire employees through ethical vision in the workplace which resulted in increased work engagement among employees.

Based on the argument and research findings above, this research hypothesises and suggests that there is a significant positive relationship between ethical leadership and work engagement.

2.4 Conceptualisation of Proactive Personality

The concept of proactive personality has been introduced by Bateman and Crant (1993) who stated that it “refers to individuals’ disposition towards engaging in active role orientation, such as initiating change and influencing their environment”. Grant and Ashford (2008) defined it as “anticipatory action that individual takes to impact themselves and/or their environments”: It means that a proactive person is prepared to behave to alter their conditions and surroundings deliberately by persevering until a significant change occurs according to their needs. This is aligned with an argument by Kim, Hon, and Lee (2010) stating that in contrast to passive people who have just adapted to their undesirable conditions, proactive people initiate changes, take an action, and continue to achieve the objectives until a meaningful change occurs.

The concept of proactive personality is getting a significant focus in employee-related studies because there is a need to integrate trait or individual personality into the workplace situation, especially in an effort to enhance positive outcomes. This concept originally began with the “Big Five Personality” theory introduced and developed by Goldberg (1981) and Costa and McCrae (1992) who stated that the five dimensions depict individual characteristics in the broadest abstraction and a wide range of more particular personality features that are summarised by each dimension. Zaidi, Wajid, Zaidi, Zaidi, and Zaidi (2013) further defined the five elements of the “Big Five Personality” dimensions as: (1) extraversion, which means positive emotions or feelings and tendency to seek attraction from others; (2) agreeableness, which means the tendency to be trusting, compliant, considerate, caring, gentle, and

generous; (3) conscientiousness, which means the tendency to be purposeful, determined, self-discipline, and aimed at achievement; (4) openness, which means the tendency to be sensitive, imaginative, attentive to feelings, thinking, and intellectuality curious; and (5) neuroticism, which means the tendency to be fearful, nervous, sad, tense, and unemotionally stable.

However, researchers claimed that the “Big Five Personality” is likely unsuitable for work-related studies and further personality elements should be studied. Liguori, McLarty, and Muldoon (2013) stated that scholars have moved beyond the “Big Five Personalities” and are now considering compound features, such as core self-evaluations, in which the idea is to include situational influences in more specifically limited personality structures to achieve greater predictive validity in determining positive outcomes from this structure. Thus, one of the personality characteristics that strongly predict individual work satisfaction relating to the five elements of “Big Five Personality” is the introduction of a proactive personality construct which refers to an individual’s steadfast will and being consistent to take initiative in a wide variety of activities and situations (Li, Wang , Gao, & You, 2015).

Trifiletti, Capozza, Pasin, and Falvo (2009) stated that people with high level proactive personalities are relatively free from situational obstacles and capable of making effective changes to their environment. The construct of proactive personality also clarifies that it can be characterised by individuals who actively identify and solve problems, find new opportunities, take an action and be persistent to achieving a significant change where they can also be able to create a situation that leads to positive work outcome. Zhao, Zhou, Liu, and Kang (2016) also argued that

highly proactive personality individuals are actively looking for positive changes in their working environment, instead of less proactive people who tend to say “this is not my job”, especially when they are stressed, and thus they rarely do things. This is because a person with more proactive personalities has a sense of self-determination and efficiency in their work that inherently motivated them to perform well and improve their work results (Han, Wang, & Dong, 2014).

Therefore, the established Bateman and Crant (1993) Proactive Personality Scale (PPS) is a personality scale used to assess individual differences in the inclination to take action and alter the workplace where the construct scale of uni-dimensionality is favourably associated with two of the Big Five Personality constructs which are conscientiousness and extraversion. The proactive personality structure of PPS was discovered to be favourably linked to extraversion, conscientiousness, need for achievement, and need for dominance, while being unlinked to openness, neuroticism, agreeability, locus of control, mental capacity, and response bias. A number of empirical research studies that demonstrates the importance of proactive personality and proactivity conduct for the effectiveness of employees, teams, and organizations (Claes, Beheydt, & Lemmens, 2005). Marica (2018) stated that proactive personality is a one-dimensional construct which correlated positively with many organizational variables, such as increase in work performance, life satisfaction and positive organizational behaviour leads to the increase of proactivity behaviour, expands problem solving and decision making, and innovation among employees.

2.4.1 Proactive Personality and Work Engagement

A few previous studies have found an evidence of relationship between proactive personality and work engagement. Lv, Lv, Xu, Ning, and Li (2018) argued that having higher work engagement among individuals and having proactive personality as part of personal resource can help employees to invest in their jobs, and therefore able to increase their engagement. This is because proactive personalities are the psychological aspects of the individual which help the person to overcome negative job requirements and to reach positive work goals.

Caniels, Semeijin, and Renders (2018), in their studies have found that there is a significant relationship between proactive personality and work engagement among international high-tech organization in Netherlands, where results show strong correlation and existence of growing mindset of individuals when moderately influenced by their leaders. Their studies also found a strong notion of different aspects of each job resources that can lead towards high level of work engagement, which separately categorises situational context (leadership) and individual context (proactive personality).

Li, Wang, Gao, and You (2015), in their research also found that there is strong significant bivariate correlations between person self-efficacy and proactive personality towards high level of work engagement that will lead to high level of job satisfaction. Their studies assumed that to achieve high level of job satisfaction, a proactive and self-efficacy person tends to have a unique experience in order for them to achieve significant work engagement because the person may inspire themselves to create positive qualities, well-defined work behaviour, and confidence

that lead to high satisfaction in work outcome. These findings are aligned with the argument by Seibert, Crant, and Kraimer (1999) who stated that a proactive personality person will always be looking forward to new information and opportunities, having a high sense of self-determination, effectively finding the alternative to improve work task, and taking advantages to exceed beyond normal work expectations.

Further studies by Haynie, Flynn, and Mauldin (2017) found that proactive personality and core self-evaluation predict high level of work engagement where results found significant relationships between the two variables. Their research also reveals that proactive personality can explain a large portion of work engagement results where persons with high levels of proactive personalities seem to consider that their individual resources have to be enough in order to be engaged in their work, but these energies can be put into effect for various reasons to affect their attitude and behaviour. This is aligned with Bakker, Tims, and Derks (2012) who argued that individuals who have high proactive personality are known to be engaged in the desire to find work-related resources and to achieve positive outcomes.

Based on the argument and research findings above, this research hypothesises and suggests that there is a significant positive relationship between proactive personality and work engagement.

2.4.2 Proactive Personality as Moderator

A few previous studies have found an evidence of proactive personality as a moderate variable and has an interaction between the relationship of leadership and work engagement.

Studies by Cai, Cai, Sun, and Ma (2018) found that employee proactive personality has a direct effect and role in interacting the relationship between empowering leadership and work engagement. Based on survey sample from the China technology company, findings revealed that proactive personality can elevate the empowerment of leadership, leading to an effect through person-job fit and person-group fit which resulted into getting better work engagement results. Their findings found that proactive personality can bring a positive extension as moderator or interaction into any leadership styles which can lead into positive outcome.

Further research by Buil, Martinez, and Matute (2018) examined proactive personality as a moderator effect between the relationship of transformational leadership, work engagement, and organizational identification. Based on survey data from Spanish hotel support staff, proactive personality intensifies the interaction as moderator between leadership on work engagement and organizational identification. Their findings that are based on interaction terms analysis also found that the interaction of proactive personality between leadership and work engagement relationship has higher beta value and has a positive significant path rather than leadership and organizational identification relationship. It found an evidence that more proactive personality exhibited by employees can strengthen the influence of leadership and thoroughly intensify the high work engagement results.

Newman, Schwarz, Cooper, and Sendjaya (2015) research found that followers with a high degree of proactive personality could gain more advantages from working under a servant leader than from followers who are passive. They argue that the development of higher-quality leaders-followers relationships will occur when followers have high level of proactive personality who served servant leaders with humanity for their benefit.

Based on the previous research, this study proposed that proactive personality has interaction effect between leadership (servant leadership and ethical leadership) and work engagement. This research also hypothesises and suggests that there is a significant positive moderate effect between servant leadership and ethical leadership, of which proactive personality can strengthen the relationship to increase the results of work engagement.

2.5 Underpinning Theory

There is one theory that can be underpinning the relationship of ethical leadership and servant leadership towards work engagement which is social exchange theory. Social exchange theory is one of the most popular and influential theory in terms of understanding human behavior in the workplace where it touches a series of situations of interaction and mutual exchange in diverse area of social studies including in leadership field (Cropanzano & Mitchell, 2005).

Blau (1964) is one of the pioneers in social exchange theory defines social exchange as “voluntary actions of individuals that are motivated by the returns they are expected to bring and typically do in fact bring from others”. Homans (1961) also

defined social exchange as the "exchange of activity, tangible or intangible, and more or less rewarding or costly, between at least two persons where how A's behavior reinforced B's behavior and how B's behavior reinforced A's behavior in return". Resources exchange happen when they is an interaction between two parties requires something to be give and something to be returned between both guide by the norm of "reciprocation" (Tan, Zawawi & Aziz, 2016).

In situation of leadership and followers exchange environment, Brown & Mitchell (2010) suggest that based on social exchange theory and relationship process, workers or followers will reciprocate the behavior of leaders according to their own matched behavior through mutual exchange basis which followers will adapt their leaders' behavior in the hope that leaders will benefit them too. Hansen (2011) also agreed that the social exchange relationship can exist and grow between leader and followers if there is mutual trust, low level of control and less restraint or micro-management where this interaction is motivated by the desire to received mutual benefit from each other.

In terms of ethical leadership, Brown, Trevino & Harrison (2005) suggest that followers of ethical leaders will put an extra effort into their work such as dedication (which is one element of work engagement) because they received fair and balanced treatment or relationship from the ethical leaders that they perceived can be trusted and counted on. Mayer, Kuenzi, Greenbaum, Bardes & Salvador (2009) also agreed that through social exchange environment, ethical leaders can be expect to affected their followers which happen when one party (ethical leaders) does something beneficial to the other party (followers) which generates followers to applied ethical

behavior voluntarily in good faith. It means social exchange explained that influence of ethical leaders will lead not just employee's behavior but also into their work behavior such as engagement or commitment.

This argument aligned with Den Hartog & Belschak (2012) statement who said that employee tend to showing positive work behavior outcome when ethical leaders also show kind of fair treatment, allowing voice, respect followers and implied good manners as part of positive social exchange relationship. Ethical leaders that show their ethics behavior such as honesty, integrity, moral compass and fairness which is in exchange to received respect from their followers by adapting their leaders ethical behavior into their own behavior is one kind of mutual social exchange will expected to lead to positive outcome such as work engagement.

For servant leadership too, Bao, Li & Zhao (2018) suggest that according to social exchange theory, followers tend to close emotionally with servant leaders in hope to get more benefits and favors posits from servant leaders under social exchange relationship. When mutual exchange happen, followers will then applied positive work attitudes and outcome to satisfy the leaders needs and organization goals by increasing their engagement or commitment to their own task which are clear signal of social exchange response to servant leadership behavior (Bao, Li & Zhao, 2018). Hunter, Neubert, Perry, Witt, Penney & Weinberger (2013) also agreed that by witness servant leaders behavior and supportive environment by fostering confidence and trust, followers will exchange it with positive engagement and commitment with the leaders team by intention to remain rather than quit and reciprocate leaders behavior.

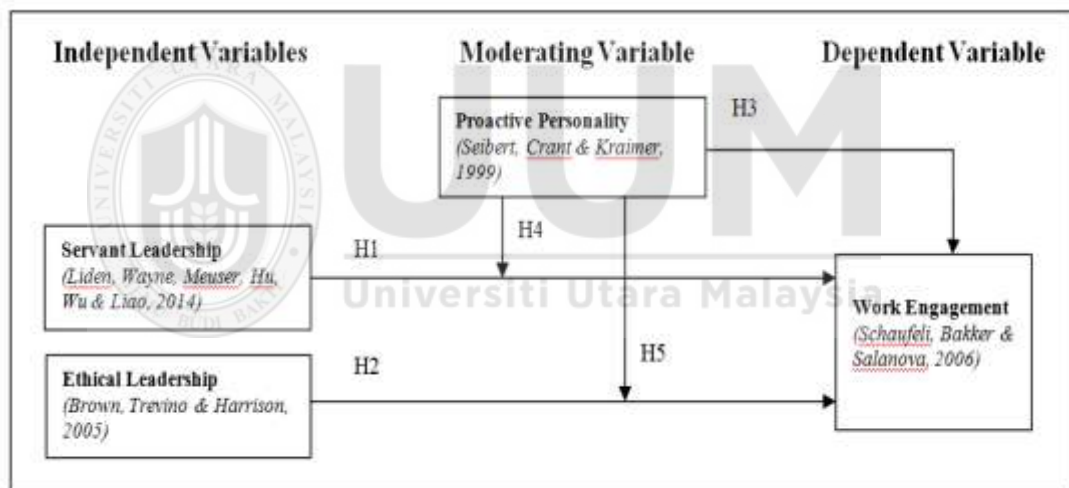
Therefore, this research predict that ethical leadership and servant leadership behavior will lead to followers or employees to reciprocate leader's ethics or moral element into themselves and furthermore increase owns work engagement based on leaders-member's relationship exchange highlighted under social exchange theory.



2.6 Research Theoretical Framework

Figure 2.1 shows the research theoretical framework based on literature review and discussions on all variables related to this study. Based on the theory framework, it shows the integration of all variables in one theory concept which is servant leadership and ethical leadership as independent variables, proactive personality as moderating variable and work engagement as dependent variable.

Figure 2.1: Research theoretical framework for this study



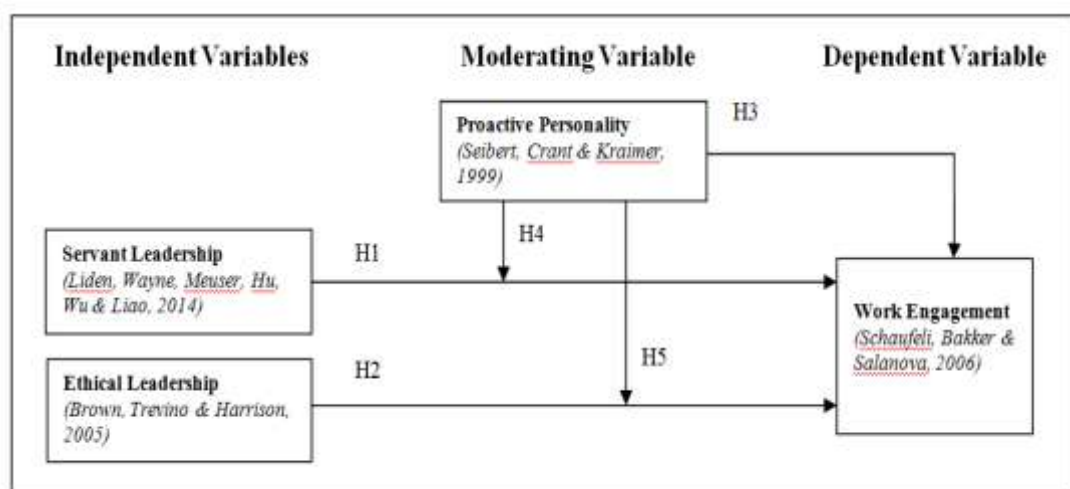
CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Framework

Based on literature review discussed at Chapter Two, the construct of research framework is indicated in Figure 3.1. Research framework underline three groups of variables which are independent variables, moderating variable and dependent variable. The independent variables are Servant Leadership, Ethical Leadership and Proactive Personality. The moderating variable is Proactive Personality meanwhile dependent variable is Work Engagement.

Figure 3.1: Research framework for this study



3.2 Hypotheses Development and Statement

The premise underlying this study is that there is a positive relationship between ethical leadership, servant leadership and work engagement. However, these relationships vary by conditions with respect to perceived proactive personality. This study takes the approach of the social exchange theory which holds that employees will be obliged to reciprocate in positive ways when leaders engage in positive behaviors (Homans, 1961; Blau, 1964; Brown, Trevino & Harrison, 2005; Brown & Mitchell, 2010; Tan, Zawawi & Aziz, 2016; Bao, Li & Zhao, 2018). It is expected in this study that when leaders engage in ethical behaviors or put the needs of employees as main priority, employees are more likely to show high level of work engagement. However, the effect of leadership on work engagement is expected to be stronger when the employees have proactive personality as opposed to passive personality. This is because compared to employees with passive personality who will just adapt to the situation, proactive personality will initiate efforts to secure relationships with the leaders. Eventually, when a leader practices respect, equal treatment or put the needs of his/her subordinates first, employees with proactive personality who are pleased with the leadership styles, will put effort to secure their leaders-followers relationships by showing high work engagement. Contrarily, an employee with low proactive personality or passive personality tends to just accept the situation as it is without making initiative to appreciate the leaders-followers relationship even though they contented with the leadership.

Based on the above discussions, the following Hypotheses are proposed:

H1 : There is significant and positive relationship between Servant Leadership and Work Engagement;

H2 : There is significant and positive relationship between Ethical Leadership and Work Engagement;

H3 : There is significant and positive relationship between Proactive Personality and Work Engagement;

H4 : Proactive Personality will positively moderate the effect between relationship of Servant Leadership and Work Engagement;

H5 : Proactive Personality will positively moderate the effect between relationship of Ethical Leadership and Work Engagement.

3.3 Research Design



The purpose of this study was to investigate whether or not there are a significant and positive relationships between three independent variables such as servant leadership, ethical leadership, and proactive personality, and one dependent variable such as work engagement. This study was also aimed at investigating whether proactive personality as a moderating variable plays its role in moderating the effects of the relationship between servant leadership and ethical leadership, and work engagement among Development Financial Institution (DFI) support staff. This study used inferential statistics such as correlation and regression analysis approaches to analyse whether or not the outcome aligns with the research hypotheses and objectives. This correlational research was also conducted as a cross-section research where all the variables were measured at the same point of time to

align with the research framework. In order to test whether or not the correlation aligns with the hypotheses, a quantitative technique of research was employed in this study, whereby the data was collected through survey questionnaire, followed by data analysis and data interpretation. Thus, quantitative technique is a suitable approach, especially in analysing data from behavioural research.

3.4 Source of Data Collection and Unit Analysis

This study utilised a primary data source, which means that the data was obtained by first-hand information received by the researcher based on the data collected through questionnaires distributed to the Development Financial Institution (DFI) support staff as the respondents. The unit of analysis for this study comprises individuals from the target population who are the Development Financial Institution (DFI) support staff.

3.5 Population and Sampling

The population frame of this study comprises of all support staff working at the Development Financial Institution (DFI), in which the number of population provided by the Human Capital Management Department was N=160. The population frame of Development Financial Institution (DFI) support staff are the employees who are working under the positions of Assistant Manager, Senior Executive, Executive, Clerical, and Office Assistant, and thus, they have direct reporting line to their managers. The means and characteristics of support staff were

based on the direct reporting line, either to their leaders, managers, or head of departments.

The sampling technique used in this study is a simple-random sampling technique, where each unit of population has an equal chance to be selected as a sample. This sampling technique was used to reduce selection bias and also due to the availability of respondents based on the list of names provided by the Human Capital Management Department that can be used as a sampling frame to enable random selection. The name of each of the selected Development Financial Institution (DFI) support staff was written down on a small piece of paper and placed in a jar, whereby the researcher randomly picked the small pieces of paper and then labelled each of the name selected with a number. This was done repeatedly until the sample number required is achieved. Thus, only the names selected will be used as the sample for this research and will receive the survey questionnaire. Based on Krejcie's and Morgan's (1970) table of sampling numbers, the total sample from the population frame of this study is 113, which means a total of $n=113$ sample is required for this research.

3.6 Data Collection Procedure

Before the actual study was carried out at the company, an approval to conduct the study was obtained by the researcher from the Human Capital Management Department alongside a permission letter from the UUM as a support. A total of 113 printed questionnaires were distributed by hand to the selected samples, comprising support staff under the position of Assistant Manager, Senior Executive, Executive,

Clerical, and Office Assistant. As the total of distributed questionnaire was 113, the maximum number of questionnaire sets that should be returned to the researcher is 113 sets, which is at 100% response rate. The period of time covered for data collection as agreed between the researcher and the Human Capital Management Department was around 14 working days, as the researcher needed ample time to distribute the questionnaires to the selected samples across the departments.

3.7 Research Instruments, Measurement and Questionnaire Design

A set of questionnaire form was used as an instrument of this study. A questionnaire comprises of items or scales that can be used to collect data for the purpose of obtaining the result of the research hypotheses and objectives. The questionnaire design of this study is divided into four sections. First is section A, that is, demographic profile that consists of five demographic items, which are gender, age, years of employment, position, and highest qualification. Second is Section B, which consists of 17 items measuring servant leadership (7 items) and ethical leadership (10 items). Third is Section C, which consists of 10 items measuring proactive personality. Fourth is Section D, which consists of 9 items measuring work engagement. The measures used in this study were derived and adapted from various research-based sources.

Table 3.1: Measures of the study

Section	Variables	Instrument Sources Taken	No. of Items
Section B	Servant Leadership (<i>Independent variable</i>)	Liden, Wayne, Meuser, Hu, Wu & Liao (2014)	7
	Ethical Leadership (<i>Independent variable</i>)	Brown, Trevino & Harrison (2005)	10
Section C	Proactive Personality (<i>Moderating and independent variable</i>)	Seibert, Crant & Kraimer (1999);	10
Section D	Work Engagement (<i>Dependent variable</i>)	Schaufeli, Bakker & Salanova (2006)	9

3.7.1 Section A: Demography

This section comprises 5 items which is gender, age, years of employment, position and highest qualification of respondents.

3.7.2 Section B: Servant Leadership and Ethical Leadership

This section comprises 17 items from two independent variables which are 7 items of Servant Leadership and 10 items of Ethical Leadership.

First, Servant Leadership is measured by 7 items from Servant Leadership Measurement Questionnaire SL-7 adapted from Liden, Wayne, Meuser, Hu, Wu & Liao (2014). In this part, the likert scale is used for all items consisting of 7 scale (1-7): "1" scale as "strongly disagree", "2" scale as "disagree", "3" scale as "slightly disagree", "4" scale as "neutral", "5" scale as "slightly agree", "6" scale as "agree" and "7" scale as "strongly agree". Table 3.2 shows the summary of Servant Leadership measurement.

Table 3.2: Servant Leadership instruments summary

Variables	Items	Items Code	Source of Instrument	Scale
Servant Leadership	7	SL1, SL2, SL3, SL4, SL5, SL6, SL7	Liden, Wayne, Meuser, Hu, Wu & Liao (2014)	Likert scale 1-7:
				1-Strongly disagree 2-Disagree 3-Slightly disagree 4-Neutral 5-Slightly agree 6-Agree 7-Strongly agree

Table 3.3 shows the Servant Leadership operational definition and items that used to measure the variable.

Table 3.3: Servant Leadership operational definition and items of questionnaire

Variables	Operational Definition	Items
Servant Leadership	The servant-leader who is servant first where it begins with the natural feeling that one wants to serve and then conscious choice brings one to aspire to lead	<ol style="list-style-type: none"> 1. My immediate manager can tell is something work-related is going wrong. (SL1) 2. My immediate manager makes my career development is a priority. (SL2) 3. I would seek help from my immediate manager if I had a personal problem. (SL3) 4. My immediate manager emphasizes the importance of giving back to community. (SL4) 5. My immediate manager puts my best interest ahead of his/her own interest. (SL5) 6. My immediate manager gives me the freedom to handle the difficult situation in the way I feel is the best. (SL6) 7. My immediate manager would not compromise ethical principles in order to achieve success. (SL7)

Second, Ethical Leadership is measured by 10 items from Ethical Leadership Scale adapted from Brown, Trevino & Harrison (2005). In this part, the likert scale is used for all items consisting of 7 scale (1-7): "1" scale as "strongly disagree", "2" scale as "disagree", "3" scale as "slightly disagree", "4" scale as "neutral", "5" scale as "slightly agree", "6" scale as "agree" and "7" scale as "strongly agree". Table 3.4 shows the summary of Ethical Leadership measurement.

Table 3.4: Ethical Leadership instruments summary

Variables	Items	Items Code	Source of Instrument	Scale
Ethical Leadership	10	EL1, EL2, EL3, EL4, EL5, EL6, EL7, EL8, EL9, EL10	Brown, Trevino & Harrison (2005)	Likert scale 1-7:
				1-Strongly disagree 2-Disagree 3-Slightly disagree 4-Neutral 5-Slightly agree 6-Agree 7-Strongly agree

Table 3.5 shows the Ethical Leadership operational definition and items that used to measure the variable

Table 3.5: Ethical Leadership operational definition and items of questionnaire

Variables	Operational Definition	Items
Ethical Leadership	The demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and the promotion of such conduct to followers through two-way communication, reinforcement, and decision-making	<ol style="list-style-type: none"> 1. My immediate manager conducts his/her personal life in an ethical manner. (EL1) 2. My immediate manager defines success not just by results but also the way that the success is obtained. (EL2) 3. My immediate manager listens to what I have to say. (EL3) 4. My immediate manager disciplines staff who violated ethical standards. (EL4) 5. My immediate manager makes fair and balanced decisions. (EL5) 6. My immediate manager can be trusted. (EL6) 7. My immediate manager discusses business ethics or values with me. (EL7) 8. My immediate manager sets an example of how to do things the right way in terms of ethics. (EL8) 9. My immediate manager has the best interest of staff in his/her mind. (EL9) 10. My immediate manager always asks "what is the right thing to do?" when making decisions. (EL10)

3.7.3 Section C: Proactive Personality

This section comprises 10 items from one joint moderating and independent variables which is Proactive Personality. Proactive Personality is measured by 10 items Proactive Personality Scale adapted from Seibert, Crant & Kraimer (1999). In this part, the likert scale is used for all items consisting of 7 scale (1-7): "1" scale as "strongly disagree", "2" scale as "disagree", "3" scale as "slightly disagree", "4" scale as "neutral", "5" scale as "slightly agree", "6" scale as "agree" and "7" scale as "strongly agree". Table 3.6 shows the summary of Proactive Personality measurement.

Table 3.6: Proactive Personality instruments summary

Variables	Items	Items Code	Source of Instrument	Scale
Proactive Personality	10	PP1, PP2, PP3, PP4, PP5, PP6, PP7, PP8, PP9, PP10	Seibert, Crant & Kraimer (1999)	Likert scale 1-7: 1-Strongly disagree 2-Disagree 3-Slightly disagree 4-Neutral 5-Slightly agree 6-Agree 7-Strongly agree

Table 3.7 shows the Proactive Personality operational definition and items that used to measure the variable

Table 3.7: Proactive Personality operational definition and items of questionnaire

Variables	Operational Definition	Items
Proactive Personality	One who is relatively unconstrained by situational force and effects environmental change with rather stable personality characteristic that refers to showing initiative, presevering to bring about meaningful change and identifying opportunities and acting upon them	<ol style="list-style-type: none"> 1. I am constantly on the lookout for new ways to improve my life. (PP1) 2. Wherever I have been, I have been a powerful force for constructive change. (PP2) 3. Nothing is more exciting than seeing my ideas turn into reality. (PP3) 4. If I see something I don't like it, I fix it. (PP4) 5. No matter what the odds, if I believe in something, I will make it happen. (PP5) 6. I love being champion for my ideas, even against others opposition. (PP6) 7. I excel at finding opportunities. (PP7) 8. I am always looking for better ways to do things. (PP8) 9. If I believe in an idea, no obstacles will prevent me from making it happen. (PP9) 10. I can spot a good opportunity long before others can. (PP10)

3.7.4 Section D: Work Engagement

This section comprises 9 items from dependent variable which is Work Engagement. Work Engagement is measured by 9 items of Utrecht Work Engagement Scale adapted from Schaufeli, Bakker & Salanova (2006). In this part, the likert scale is used for all items consisting of 7 scale (1-7): "1" for "never", "2" for almost never", "3" for "rarely", "4" for "sometimes", "5" for "often", "6" for "very often" and "7" for "always". Table 3.8 shows the summary of Work Engagement measurement.

Table 3.8: Work Engagement instruments summary

Variables	Items	Items Code	Source of Instrument	Scale
Work Engagement	9	WE1, WE2, WE3, WE4, WE5, WE6, WE7, WE8, WE9	Schaufeli, Bakker & Salanova (2006)	Likert scale 1-7: 1-Never 2-Almost never 3-Rarely 4-Sometimes 5-Often 6-Very often 7-Always

Table 3.9 shows the Work Engagement operational definition and items that used to measure the variable.

Table 3.9: Work Engagement operational definition and items of questionnaire

Variables	Operational Definition	Items
Work Engagement	Active, positive work-related state that is characterized by vigor, dedication, and absorption	<ol style="list-style-type: none"> 1. At my work, I feel bursting with energy. (WE1) 2. At my job, I feel strong and vigorous. (WE2) 3. I am enthusiastic about my job. (WE3) 4. My job inspires me. (WE4) 5. When I get up in the morning, I feel like going to work. (WE5) 6. I feel happy when I am working intensely. (WE6) 7. I am proud of the work that I do. (WE7) 8. I am immersed in my work. (WE8) 9. I get carried away when I'm working. (WE9)

3.7 Statistical Method and Data Analysis Procedures

The questionnaires that have been filled by the sample respondents were coded and keyed into the Statistic Package for Social Science (SPSS) version 20.0 software. Before the analysis of correlation and regression can be done, a number of approaches of statistical method need to be conducted in order to check the data accuracy and to filter the data error.

First, the statistical method of exploratory factor analysis was used to identify the suitability of each item that underlies the meaning of the structure of each variable and also to reduce any item that is uncorrelated with the variable factor. Hair, Black, Babin, Anderson, and Tatham (2006) suggested that item loading values for each

item under factor analysis should be more than 0.50 to be accepted as the item under each factor or variable components.

Second, the Cronbach Alpha statistical method was used to examine the reliability value of each instrument under each variable after the factor analysis has been conducted. Sekaran (2003) suggested that the Cronbach Alpha reliability value (α) should be more than 0.70 to be acceptable and good to be used as a reliable instrument.

Third, the normality test statistical approach was used to check whether or not the data of each variable was normally distributed, ergo useful for further analysis. A number of tests were conducted using the Kolmogorov-Smilnov and Saphiro-Wilk value, skewness and kurtosis value, histogram with bell curve, and normal Q-Q plot for each variable to test whether the data collected are normal or otherwise. In order to determine that, a few conditions need to be met. For the Kolmogorov-Smilnov and Saphiro-Wilk test, the value of probabilities should be more than 0.05 to be considered as a normality of data, and to accept a null hypothesis means that the sample data are not significantly different than a normal population. For skewness and kurtosis test, George and Mallery (2005) suggested that the value of skewness and kurtosis should fall between +2.0 and -2.0 to be considered as a normally distributed data. Meanwhile, for histogram with the bell curve test, the data can be considered as normally distributed if the assumptions of a perfect bell curve shape existed within the histogram. Lastly, for a normal Q-Q plot test, the data can be considered as normally distributed if a majority of the point plots fall or approach along the line, as suggested by Hair, Black, Babin, and Anderson (2010).

In order to determine the strength, direction, and relationship of each variable, the correlation statistical method will be carried out in order to find the value of correlation (r). Table 3.10 shows the correlation value interpretation based on the suggestion by Mukaka (2012).

Table 3.10: Pearson correlation value (r) range adjusted from Mukaka (2012)

Pearson Correlation Values (r)	Interpretation
0.90 – 1.00	Very strong positive relationship
0.70 – 0.90	Strong positive relationship
0.50 – 0.70	Moderate positive relationship
0.30 – 0.50	Weak positive relationship
0.00 – 0.30	Very weak positive relationship

Lastly, regression analysis will be conducted to test the hypotheses of variables and to support the strength of correlation analysis. Multiple regressions will be conducted between servant leadership and ethical leadership onto work engagement as Model 1 regression; servant leadership, ethical leadership, and proactive personality onto work engagement as Model 2 regression; and finally, servant leadership and ethical leadership interactions with proactive personality as moderator onto work engagement as Model 3 regression.

3.8 Pilot Study and Instrument Reliability

A pilot study was performed to test the reliability of each variable instrument before the actual distribution of survey questionnaire to the sample respondents. A total of 20 sets of printed questionnaires were distributed to the same characteristic and level of support staff from other financial-related institution. To analyse the reliability of instruments, the internal consistency of Cronbach Alpha value (α) was used to determine the reliability.

From the analysis result, all items for all variables reported an acceptable Cronbach Alpha (α) score values in reliability. Table 3.11 shows the result of Cronbach Alpha value score for each variable. All the values were coherent with the suggestion by Tavakol and Dennick (2011) who stated that the value of $\alpha=0.70-0.95$ was suitable and can be accepted as research instrument.

Table 3.11: Cronbach Alpha (α) score and value for each instrument

Variables	Items	Cronbach Alpha Value (α)
Servant Leadership	7	0.76
Ethical Leadership	10	0.88
Proactive Personality	10	0.90
Work Engagement	9	0.93

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Response Rate

The response rate was calculated based on the percentage of printed questionnaires returned to the researcher by the sample respondents. The printed questionnaires returned overall were 106 sets out of the 113 sets that were distributed to the selected numbered sample, of which the response rate from the overall sample was at 94%. However, 3 sets of questionnaire cannot be used for analysis, and had rejected the means for the total of returned usable questionnaires that were 103 sets, of which the response rate from the overall sample was at 91%. This result indicated that the response rate of this study is more than as suggested by Nulty (2008) who stated that an acceptable response rate from sample should be more than 55%. Table 4.1 shows the details of the response rate criteria and percentage.

Table 4.1: Response rate ($n=103$)

Criteria	Total	Percentage
Distributed questionnaire	113	100%
Returned questionnaire	106	94%
Uncollected questionnaire	7	6%
Rejected questionnaire	3	3%
Usable questionnaire	103	91%

4.2 Demographic Profile of Respondents

Table 4.2 showed the number of respondents and their percentage for each criteria of demographic profile where total of respondents of Development Financial Institution (DFI) support staff was 103.

The female respondents outnumbered the male respondents with 61 respondents (56%) compared to the male respondents with 42 (41%). The majority of respondents were between the ages of 18 and 41 where 9 respondents (9%) were 18-25 years old, 50 respondents (49%) were 26-33 years old and 25 respondents (24%) were 34-41 years old. Only 17 respondents (17%) were 42-50 years old and only 2 respondents (1%) were 51 and above. Result also showed that the majority of respondents served company for less than 10 years where 22 respondents (21%) worked less than one year, 34 respondents (33%) worked between 1 to 5 years and 18 respondents worked between 6 up to 10 years while the remaining 29 respondents (29%) have served more than 11 and 20 years. Total of 64 respondents (62%) were position under Executive and Clerical/Office Assistant level compared to total of 39 respondents

(38%) were position under Senior Executive and Assistant Manager level. Most of the respondents has higher qualifications which is Bachelor Degree with total of 52 respondents (51%) and Master Degree with total of 17 respondents (17%) meanwhile only 13 respondents (13%) has Diploma and 21 respondents (20%) has SPM or Sijil Pelajaran Malaysia.

Table 4.2: Demographic profile frequencies table of respondents ($n=103$)

Demographic Profile	Category	Number of Respondents	Percentage
Gender	Men	42	41%
	Women	61	59%
Total		103	100%
Age	18-25	9	9%
	26-33	50	49%
	34-41	25	24%
	42-50	17	17%
	51 & above	2	1%
Total		103	100%
Years of employment	Less than 1 year	22	21%
	1-5 years	34	33%
	6-10 years	18	18%
	11-20 years	18	18%
	More than 20 years	11	11%
Total		103	100%
Position	Assistant Manager	27	26%
	Senior Executive	12	12%
	Executive	44	43%
	Clerical/Office Assistant	20	19%
Total		103	100%
Highest qualifications	SPM	21	20%
	Diploma	13	13%
	Bachelor Degree	52	51%
	Master Degree	17	17%
Total		103	100%

4.3 Exploratory Factor Analysis

The exploratory factor analysis of all items of each variable which comprises of servant leadership (SE), ethical leadership (EL), proactive personality (PP), and work engagement (WE) were analysed to determine the suitability of the items under each variable before further analysis was carried out.

The first exploratory factor analysis attempt revealed that the total percentage of variance for all 36 items was at 71.1% and the Kaiser-Meyer Olkin measure of Sampling Adequacy value was 0.84. The result of factor analysis for the first attempt is shown in Table 4.3.

The first exploratory factor analysis attempt also indicated that 36 items are to fall under seven different factors or components. However, 7 items under servant leadership (SL1, SL2, SL3, SL4, SL5, SL6, and SL7), 2 items under ethical leadership (EL2 and EL4), 3 items under proactive personality (PP1, PP3 and PP8), and 2 items under work engagement (WE8 and WE9) were removed since the value of cross loading fell under a few components and inconsistent loading value. Thus, the total items removed were 14 items, and the new model consists of 22 items (0 items remained under servant leadership, 8 items remained under ethical leadership, 7 items remained under proactive leadership, and 7 items remained under work engagement). The result of exploratory factor analysis for the first attempt is shown in Table 4.3.

Table 4.3: Exploratory factor analysis first attempt rotation

Items	1	2	3	4	5	6	7
SL1						0.82	
SL2	0.55			0.47			
SL3				0.33	0.35	-0.51	0.35
SL4	0.31			0.65	0.31		
SL5	0.66			0.43			
SL6	0.56			0.55			
SL7	0.45			0.49		0.32	
EL1	0.79						
EL2	0.70			0.37			
EL3	0.80						
EL4	0.58						0.32
EL5	0.87						
EL6	0.89						
EL7	0.76						
EL8	0.76						
EL9	0.86						
EL10	0.73						
PP1			0.54				0.43
PP2			0.70				
PP3			0.54				0.54
PP4			0.69				
PP5			0.71				
PP6			0.72				
PP7			0.77				
PP8	0.33		0.68				
PP9			0.78				
PP10			0.77				
WE1		0.84					
WE2		0.85					
WE3		0.85					
WE4		0.87					
WE5		0.76					
WE6		0.76					
WE7		0.81					
WE8		0.45			0.71		
WE9		0.32			0.72		

Total percentage of Variance: 71.1%

Kaiser-Meyer-Olkin Measure of Sampling Adequacy: 0.84

Significant at $p < 0.01$

The second exploratory factor analysis attempt revealed that the total percentage of variance for all remaining 22 items was at 69% and the Kaiser-Meyer Olkin measure of Sampling Adequacy value was 0.86. The result of the exploratory factor analysis for the second attempt is shown in Table 4.4.

Table 4.4: Exploratory factor analysis second attempt rotation

Items	1	2	3
EL1	0.79		
EL3	0.81		
EL5	0.88		
EL6	0.88		
EL7	0.77		
EL8	0.77		
EL9	0.86		
EL10	0.74		
PP2			0.73
PP4			0.71
PP5			0.72
PP6			0.75
PP7			0.75
PP9			0.78
PP10			0.82
WE1		0.83	
WE2		0.86	
WE3		0.88	
WE4		0.87	
WE5		0.74	
WE6		0.80	
WE7		0.83	
Total percentage of Variance: 69%			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy: 0.86			
Significant at $p < 0.01$			

The second exploratory factor analysis attempt also found that after removing 14 items from the first attempt, all 22 items remained have a consistent loading value above 0.50, as suggested by Hair, Black, Babin, Anderson, and Tatham (2006), and fall under three indicative factors or components that is matched with the research model.

From this result, it can be concluded that only 22 items from the three variables, which are the 8 items under ethical leadership, the 7 items under proactive leadership, and the 7 items under work engagement were used for further analysis. None of the items under servant leadership will be used for further analysis of this research.



4.4 Re-Statement of Research Hypotheses

Based on the results of the analysis factors, the research hypotheses have been restructured and re-statement to meet the objectives and research questions. Three research hypotheses were maintained for further analysis is as follows:

H2: There is significant and positive relationship between Ethical Leadership and Work Engagement

H3: There is significant and positive relationship between Proactive Personality and Work Engagement

H5: Proactive Personality will positively moderate the effect between relationship of Ethical Leadership and Work Engagement

Meanwhile two research hypothesis was rejected are as follows:

H1: There is significant and positive relationship between Servant Leadership and Work Engagement

H4: Proactive Personality will positively moderate the effect between relationship of Servant Leadership and Work Engagement.

4.5 Reliability Analysis

A reliability analysis of Cronbach Alpha test was used to determine the reliability of instruments used for this research. All remaining 22 items under three different instrument variables resulted from the exploratory factor analysis were used for reliability analysis. The result of Cronbach Alpha value for each variable instrument is shown in Table 4.5.

Table 4.5: Cronbach Alpha (α) for corrected number of items after factor analysis for each variables

Variables	Number of Items	Cronbach Alpha (α)
Ethical Leadership	8	0.94
Proactive Personality	7	0.89
Work Engagement	7	0.93

The findings show that the Cronbach Alpha values for the independent variable (ethical leadership), the moderating variable (proactive personality), and the dependent variable (work engagement) is 0.94, 0.89, and 0.93, respectively. The values reflect an acceptable range of internal consistency reliability results, as suggested by Sekaran (2003) and Tavakol and Dennick (2011), whereby Cronbach Alpha values that are greater than 0.80 or between the range of 0.70 to 0.90 is considered good and highly acceptable as a research instrument.

4.6 Descriptive and Normality Analysis

4.6.1 Descriptive Analysis

Table 4.6 shows the results of mean, variance, and standard deviation for the ethical leadership as an independent variable, the proactive personality as a moderating variable, and the work engagement as a dependent variable. All the variables were valued based on a seven-point Likert scale. The results show the mean (M), variance (V), and standard deviation (SD) for ethical leadership (M=5.19; V=1.12; SD=1.06), proactive personality (M=5.17; V=0.69; SD=0.83), and work engagement (M=5.34; V=1.02; SD=1.01). The results also reveal that work engagement had the highest means, while ethical leadership had the highest standard deviation.

Table 4.6: Descriptive statistic of each variable ($n=103$)

Variables	Mean (M)	Standard Deviation (SD)	Variance (V)
Ethical Leadership	5.19	1.06	1.12
Proactive Personality	5.17	0.83	0.69
Work Engagement	5.34	1.01	1.02

4.6.2 Normality Analysis

To test whether or not the data distribution is normal, a few analyses have been conducted, such as Kolmogorov-Smilnov and Saphiro-Wilk value of significance, skewness, and kurtosis, histogram with bell curve estimation, and normal Q-Q plot estimation.

Table 4.7 shows the value of significance for Kolmogorov-Smilnov and Saphiro-Wilk tests for each variables. Based on the result, all values of probabilities were less than 0.05, except for Saphiro-Wilk value for the proactive personality variable. It is concluded that a majority of the data was not normal and rejected a null hypothesis, which means that the sample data were significantly different than the normal population. Even though Kolmogorov-Smilnov and Saphiro-Wilk tests reported an unnormal distributed data, further normality test needs to be done to check whether or not there is any possibility of a normally distributed data.

Table 4.7: Kolmogorov-Smilnov and Saphiro-Wilk value of probabilities ($n=103$)

Normality Test	Kolmogorov-Smilnov	Saphiro-Wilk
Ethical Leadership	0.13	0.00
Proactive Personality	0.02	0.62
Work Engagement	0.09	0.16

Table 4.8 shows the value of skewness and kurtosis test for each variables. Result shows the value of skewness (S) and kurtosis (K) for ethical leadership (S=-0.98;

K=1.76), proactive personality (S=-0.13; K=-0.56), and work engagement (S=-0.35; K=-0.40). All values were within the range +2.0 and -2.0, and as suggested by George and Mallery (2005), such data can be considered as normally distributed.

Table 4.8: Skewness and Kurtosis value ($n=103$)

Normality Test	Skewness	Kurtosis
Ethical Leadership	-0.98	1.76
Proactive Personality	-0.13	-0.56
Work Engagement	-0.35	-0.40

Figure 4.1, Figure 4.2, and Figure 4.3 show the histograms with curve bell that implicate the normal distribution of data. All figures show that the data was normally distributed with a perfect curve bell shape, except for ethical leadership and work engagement data, as the bell shape curved slightly skew to the right (negative skew). However, it is concluded that all the data can be considered as normally distributed for all the variables.

Figure 4.1: Histogram and curve bell shape data distribution for Ethical Leadership ($n=103$)

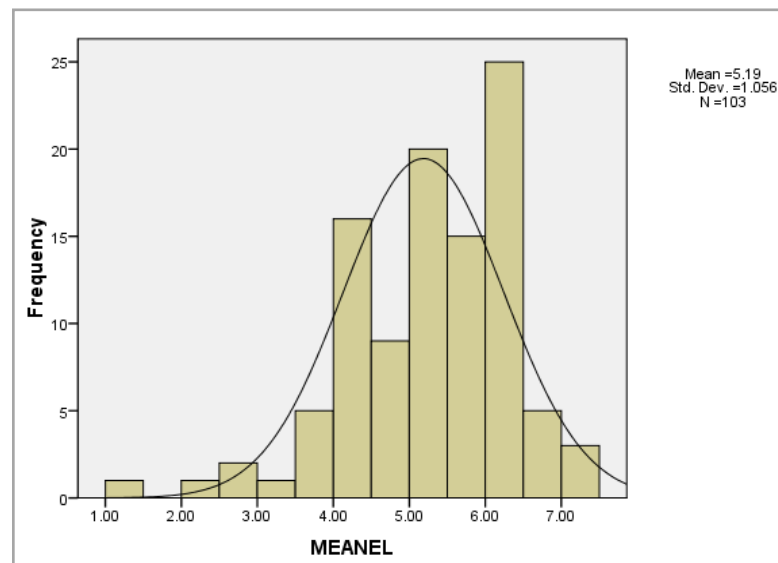


Figure 4.2: Histogram and curve bell shape data distribution for Proactive Personality ($n=103$)

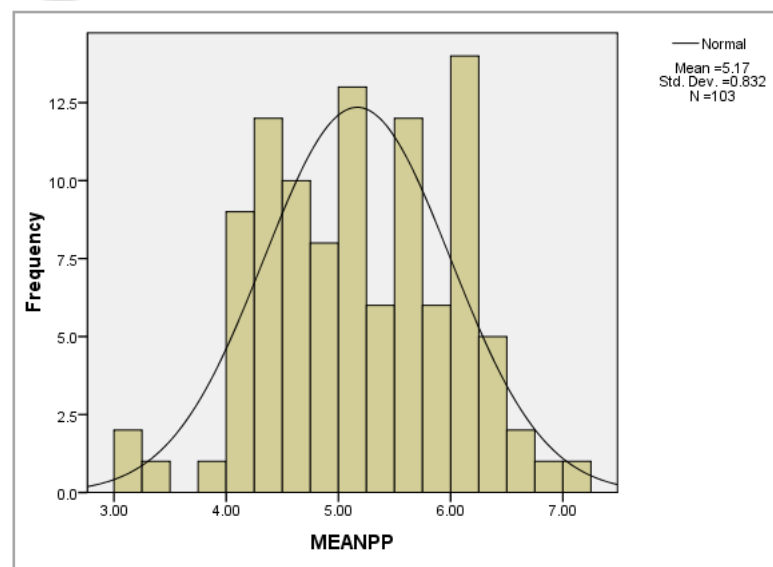


Figure 4.3: Histogram and curve bell shape data distribution for Work Engagement ($n=103$)

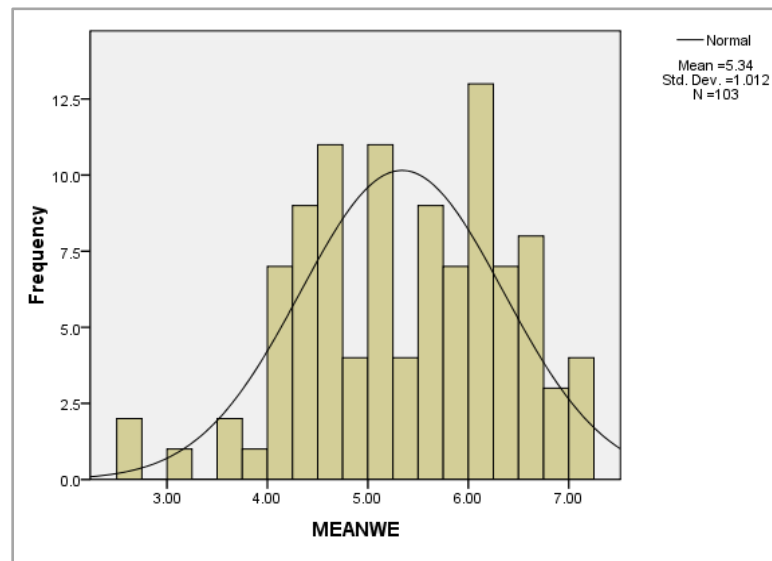


Figure 4.4, Figure 4.5, and Figure 4.6 show the normal Q-Q plots that implicate the normal distribution of data for all variables. All figures show that the data for each variable was distributed along or fall within the line, with a normal linear line. This can be considered that the data was normally distributed, as suggested by Hair, Black, Babin, and Anderson (2010).

Figure 4.4: Normal Q-Q plot data distribution for Ethical Leadership ($n=103$)

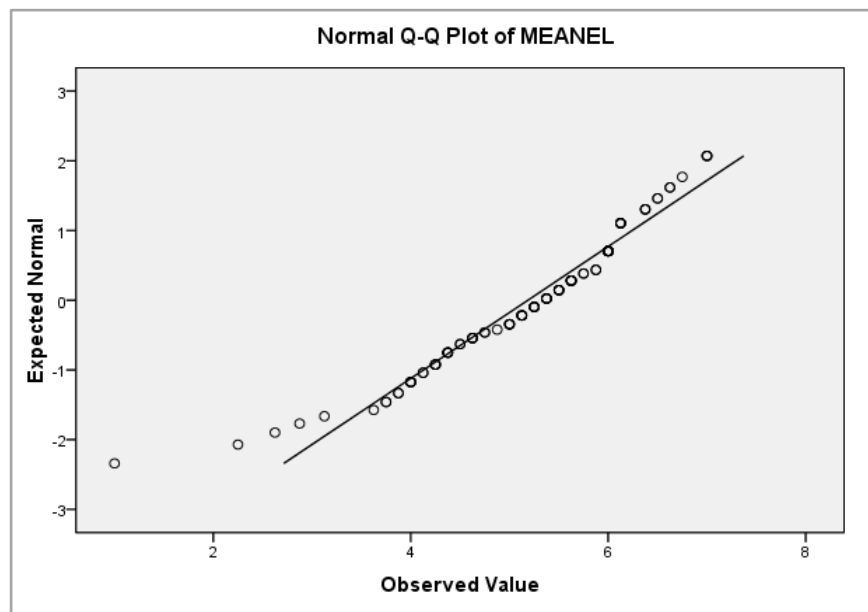


Figure 4.5: Normal Q-Q plot data distribution for Proactive Personality ($n=103$)

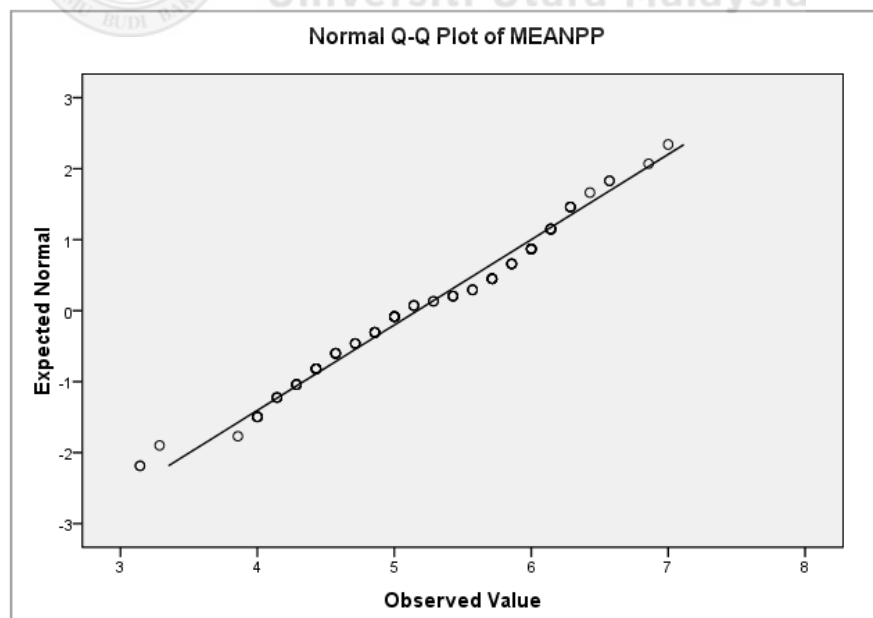
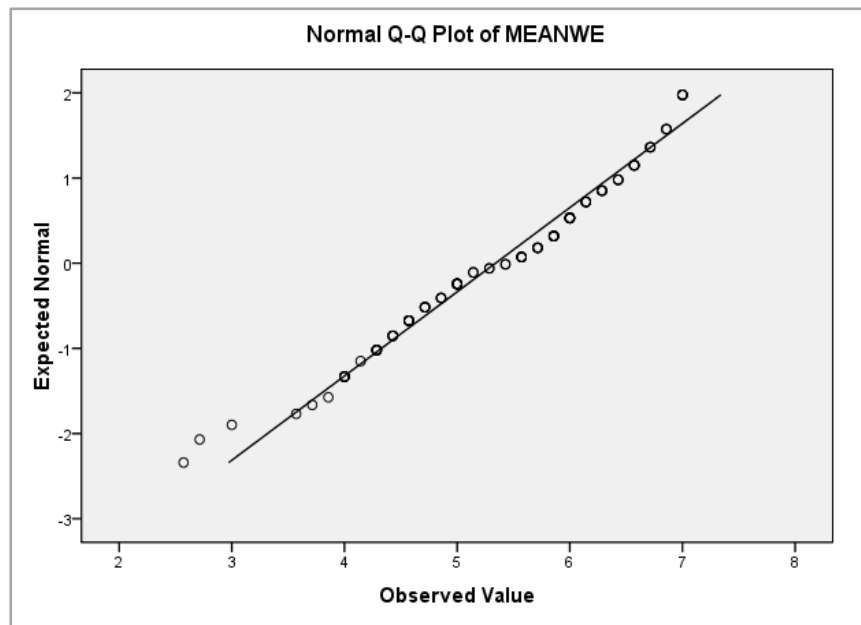


Figure 4.6: Normal Q-Q plot data distribution for Work Engagement ($n=103$)



4.7 Correlation Analysis

The correlation analysis was conducted to test the relationship between all variables in this research, that is, ethical leadership as an independent variable, proactive personality as a moderating variable, and work engagement as a dependent variable. Table 4.7 shows the result and values of the correlation analysis for each variable.

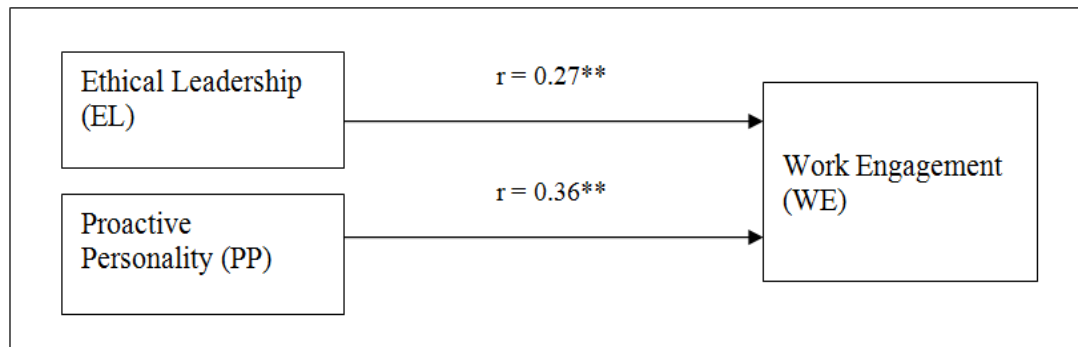
Table 4.9: Correlation (r) values of between variables

Correlation	Ethical Leadership	Proactive Personality	Work Engagement
Ethical Leadership	1.00		
Proactive Personality	0.35**	1.00	
Work Engagement	0.27**	0.36**	1.00

***Significant at $p < 0.01$ (2-tailed)*

The result indicated that there was a significantly very weak positive relationship between ethical leadership and work engagement ($r=0.27$, $p<0.01$) and a significantly weak positive relationship between proactive personality and work engagement ($r=0.36$, $p<0.01$). That means the proactive personality variable had higher relationship correlation value with work engagement compared to ethical leadership variable. Figure 4.1 summarises the correlation between each variable.

Figure 4.7: Correlation analysis between variables



***Significant at $p < 0.01$ (2-tailed)*

4.8 Regression Analysis

As the correlation analysis provides limited information in regard to the cause of effects of each variable, further analysis to test the hypothesis has been done, namely regression analysis. This study had also conducted three steps in order to test the hypothesis under the regression analysis. First, by testing the direct relationship between independent variable (ethical leadership) and dependent variable (work engagement). Second, by testing the relationship between moderating variable (proactive personality) and dependent variable (work engagement). Third, by testing the interaction of moderating variable (proactive personality) on the relationship between independent variable (ethical leadership) and dependent variable (work engagement). In order to test the interaction, the moderation of proactive personality was mean-centred, and then computed together with the ethical leadership variable. Table 4.8 shows the regression analysis of each step that resulted into three models for each variable analysis.

Table 4.10: Multiple hierarchical regressions model of each variable

	Predictor	B (Unstd)	Std. Error	Beta (Std)	t	Sig
Model 1	(Constant)	3.98	0.49		8.21	0.00
	Ethical Leadership	0.26	0.09	0.27**	2.85	0.00
	F = 8.148 (p<0.01) R2 = 6%					
Model 2	(Constant)	2.62	0.64		4.06	0.00
	Ethical Leadership	0.16	0.09	0.17*	1.70	0.09
	Proactive Personality	0.37	0.12	0.30**	3.07	0.00
	F = 9.138 (p<0.01) R2 = 14% R2 Δ = 8%					
Model 3	(Constant)	2.63	0.64		4.10	0.00
	Ethical Leadership	0.18	0.10	0.19*	1.90	0.06
	Proactive Personality	0.35	0.12	0.29**	2.90	0.00
	Ethical Leadership × Proactive Personality	-0.11	0.10	-0.11	-1.14	0.26
	F = 6.541 (p<0.01) R2 = 15% R2 Δ = 1%					

**Significant at $p<0.01$

*Significant at $p<0.10$

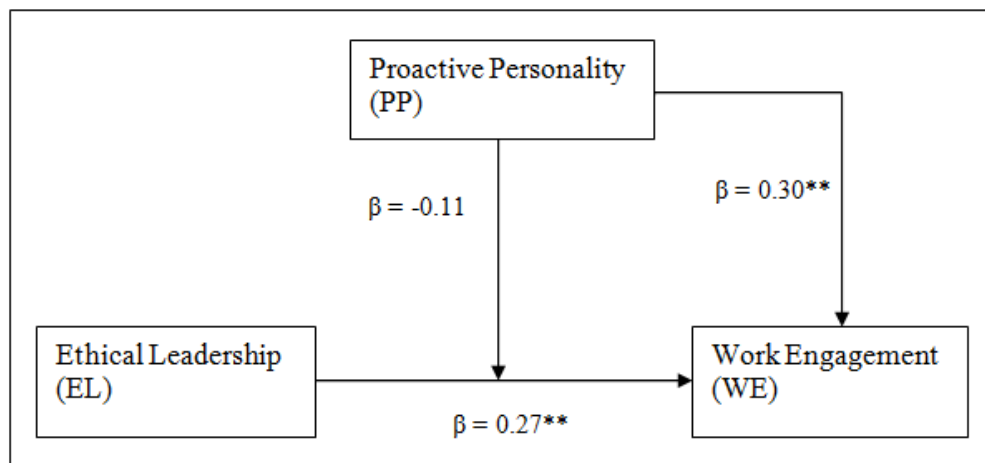
Dependent variable: Work Engagement

The analysis of standard regression under step 1 had resulted into Model 1, which indicates that the ethical leadership had explained only 6% of the variance, and the model shows a significant predictor of work engagement ($R^2=6\%$, $F=8.148$, $p<0.01$). Model 1 also shows that ethical leadership were significantly and positively predicted to the work engagement ($\beta=0.27$, $p<0.01$). Hence, based on this result, hypothesis H2 is accepted.

Next, the analysis of multiple regression under step 2 had resulted into Model 2, which indicates that the ethical leadership and proactive personality had explained 14% of the variance that produced an R square change of 8%, and the model shows a significant predictor of work engagement ($R^2=14\%$, $F=9.138$, $p<0.01$). Model 2 also shows that both ethical leadership ($\beta=0.17$, $p<0.10$) and proactive personality ($\beta=0.30$, $p<0.01$) were significantly and positively predicted to the work engagement, where proactive personality predicted the highest value of Beta than ethical leadership. Hence, based on this result, hypothesis H3 is accepted.

Finally, the analysis of hierarchical regression under step 3 had resulted into Model 3, which indicates that the interaction of proactive personality on the relationship between ethical leadership and work engagement had explained 15% of the variance that produced an R square change of only 1%, and the model shows a significant predictor of work engagement ($R^2=15\%$, $F=6.541$, $p<0.01$). However, Model 3 shows that the moderating effect of proactive personality was not observed, and thus, resulted into a negative moderation ($\beta=-0.11$, $p>0.10$). Hence, based on this result, hypothesis H5 is not accepted. Figure 4.2 summarises the regression results between each variable.

Figure 4.8: Regression analysis between variables



***Significant at $p < 0.01$*



4.9 Summary of Results and Findings

Upon conducting the regression analysis for all the variables, this study has come out with the results of the hypothesis tests, that is, two hypotheses were accepted and one was rejected. Table 4.9 shows the summary of the hypothesis results upon conducting the regression analysis. Based on the results, a few observations, discussions, and further recommendation were also discussed in Chapter Five.

Table 4.11: Summary of hypothesis testing and results

Hypothesis Statement	Results
H2: There is significant and positive relationship between Ethical Leadership and Work Engagement	Supported
H3: There is significant and positive relationship between Proactive Personality and Work Engagement	Supported
H5: Proactive Personality positively moderate the effect between relationship of Ethical Leadership and Work Engagement	Not Supported

CHAPTER FIVE

DISCUSSION AND RECOMMENDATION

5.1 Discussion

This study aims to examine the relationship between servant leadership, ethical leadership, and proactive personality as independent variables (proactive personality also acts as moderating variable) with work engagement as the dependent variable among Development Financial Institution (DFI) support staff, in which five objectives have been outlined as stated in Chapter One.

5.1.1 Relationship between Servant Leadership and Work Engagement and the Moderating Effect of Proactive Personality on the Servant Leadership and Work Engagement Relationship

Based on the findings of the study, the servant leadership variable was found impossible to be analysed further to determine whether it is significantly related to work engagement or influenced by proactive personality as a moderator in its relationship with work engagement. This is because preliminary analysis of the servant leadership items in the factor analysis process found that items were dispersed in some components and had a low loading value of 0.50. Therefore, the servant leadership variable cannot be further analysed for correlation or regression. This finding is not aligned with those from previous studies by Haar, Brougham,

Roche, and Barney (2017); Rayan, Wong, and Banas (2015); Bao, Li, and Zhao (2018); Bakker (2015); Cai, Cai, Sun, and Ma (2018); Buil, Martinez, and Matute (2018); and Newman, Schwarz, Cooper, and Sendjaya (2015). Therefore, Objectives 1 and 4 together with Hypotheses H1 and H4 are completely unacceptable.

There are a number of possible factors that can be attributed to this phenomenon. First, the structure and context of servant leadership are possibly similar to that of ethical leadership. Although there are evidence and empirical studies that separate these two types of leadership styles into different groups, the factor analysis conducted combined servant leadership constructs with ethical leadership constructs, indicating that there may be similarities between servant leadership and ethical leadership. This is in line with the meta-analysis findings of Hassan and Asad Hashino (2016) who placed both the leadership style continuum and construct of servant leadership and ethical leadership in the same features of leadership style in terms of leader characteristics, their proximity to followers, and how they make decisions.

Secondly, it is due to the relatively small questionnaire structure and the respondents' difficulty in understanding the statements included in the questionnaire. Although the Cronbach Alpha validity value for the servant leadership variable was accepted as a pilot study result, it does not mean that the entire questionnaire structure is fully accepted for real survey and analysis. This is likely because the respondents' understanding of the pilot study of the questionnaire statements differs from that of respondents in the actual study. In addition, the small number of statement items also affects the structure of the questionnaire as other items listed under ethical

leadership, proactive personality, and work engagement are more in terms of number compared to servant leadership. This causes the results to contradict each other, thus not producing congruent result validity and an insignificant factor analysis.

5.1.2 Relationship between Ethical Leadership and Work Engagement

Based on the results, the findings show that there is a significant relationship between ethical leadership and work engagement. Both correlation analysis ($r=0.27$; $p<0.01$) and regression analysis ($\beta=0.27$; $p<0.10$) produced significant positive values for the relationship between the two variables. These findings are aligned with previous research by Hartog and Belshack (2012); Ahmad and Gao (2018); Demirtas, Hannah, Gok, Arslan, and Capar (2015); and Engelbrecht, Heine, and Mahembe (2017) whose findings supported the relationship between ethical leadership and work engagement. Therefore, Objective 2 and Hypothesis H2 were achieved.

Ethical leaders are leaders who conduct leadership in accordance with acceptable ethics standards and show it to others in hopes that it can be followed by others in order to be more effective in becoming ethical workers in the working environment. Sugianingrat, Yasa, Sintaasih, and Subudi (2017) argued that the promotion of ethical behaviours as the right normative behaviour of leaders through personal actions and interpersonal relationship can help strengthen the two-way communication between leaders and followers and help in the decision-making process. A leader who has a set of ethical behaviours is able to inspire and provide meaningful supervisory activities to his/her employees to become more ethical in

their jobs. Furthermore, ethical leaders always fulfil their moral responsibilities by providing assistance in the form of job support, spiritual support, or reward support so that their subordinates are motivated to perform their work, and thus, improve their work engagement.

This situation did happen in the selected Development Financial Institution (DFI) company context where ethical leadership exists among managers in this organization; this helps the support staff to be more engaged in work. This situation is likely due to a number of factors including natural mutual trust and respect between the support staff and their respective managers. The belief culture practiced by support staff at Development Financial Institution (DFI) proves that a leader with ethical behavior can have a direct impact on one's character, perceptions of managers, productivity levels, and even the extent to which they are engaged in work. Support workers are certainly respectful to leaders or managers who are ethically behave, are morally upright, has high integrity and do not use their positions for their own sake or benefit. By underlying the social exchange theory on the relationship, evidence shows that reciprocation actually exists in social working environment such as in Development Financial Institution (DFI) where support staff will show work outcomes such as positive work engagement if leaders behave ethically.

Another factor that can related to the relationship is may be due to the existence of “credit for success” sharing practices and ongoing support between direct leaders and subordinates. Although in most leaders are high-ranking level in these Development Financial Institution (DFI), it is not a hindrance for these leaders to show their

appreciation or approval to high-performing support staff by providing appropriate benefits or rewards. In addition, continuous support to all levels of inter-department support staff whether direct or indirect is also one way for leaders or managers in the Development Financial Institution (DFI) to help employees achieve optimal work engagement.

5.1.3 Relationship between Proactive Personality and Work Engagement

Based on the results, there is a significant relationship between proactive personality and work engagement. Both correlation analysis ($r=0.36$; $p<0.01$) and regression analysis ($\beta=0.30$; $p<0.01$) produced significant positive values for the relationship between two variables. These findings are aligned with previous research by Caniels, Semeijin, and Renders (2018); Li, Wang, Gao, and You (2015); and Haynie, Flynn, and Mauldin (2017) whose findings support the relationship between proactive personality and work engagement. Therefore, Objective 3 and Hypothesis H3 were achieved.

Murica (2018) indicated that the most important aspect in individuals is proactive personality, and it is an efficient predictor of favourable and positive workplace conduct. Proactive personalities have a strong tendency to be engaged in various situations and environments, and also have a stable mood to take action in a wide range of activities. Unlike norms or attitude, proactive personality is a concept of personal self-esteem that has an element of positivity or self-enhancement inherent in a person. This helps motivate individuals to achieve positive work outcome, such as task productivity, work engagement, or job satisfaction. Employees with a proactive

personality are also able to manipulate their surrounding environment, alter their tasks to be aligned with their objectives, and influence their working situation in order to achieve positive work outcomes, such as work engagement.

This situation happens in the selected Development Financial Institution (DFI) company context where the proactive personality element is embedded among the support staff, and it largely contributes to the high level of work engagement. This is reflected in the demographic survey which shows that over half of the respondents are support staff aged between 18 to 33 years which are group under youth or early adulthood. Youth group and early adulthood is usually related to their own unique personalities which are at this stage quite stable, collectively positive minded, more receptive to environment and positively proactive in doing their work activities. At these Development Financial Institution (DFI), the demographic contribution of the majority of the respondents' youths who have a proactive personality independently enabled a positive relationship to the level of work engagement among the entire support staff of the company.

5.1.4 Moderating Effect of Proactive Personality on the Relationship between Ethical Leadership and Work Engagement

Based on the results, the findings show that there is no moderation effect by the proactive personality variable on the relationship between ethical leadership and work engagement. A moderation analysis conducted using multiple hierarchical regression ($\beta = -0.11$; $p > 0.10$) produced negative moderation values on the

relationship. These findings were not aligned with previous research by Cai, Cai, Sun, and Ma (2018) and Buil, Martinez, and Matute (2018) whose findings support the moderating effect of proactive personality on the relationship between leadership and work engagement. Therefore, Objective 5 and Hypothesis H5 were not achieved.

These findings occur probably because individuals with strong proactive personality cannot be directly influenced by ethical leaders. Ethical leaders have a set of behaviours aimed at influencing their subordinates to engage in ethical behaviour, and thus, inspire them to achieve high levels of work outcomes, such as work engagement, but this is not the case for people with strong proactive personalities. Proactive workers by themselves are always looking for opportunities, improving their jobs, showing initiative, taking action effectively, and staying afloat in any work situation, taking into account work environments that can only benefit them. This means that people with proactive personalities are not influenced by their leaders; instead, they utilise their proactivity to influence their environment in order to be engaged.

In the context of selected Development Financial Institution (DFI) company, the proactive personality elements of individuals exist, but are not capable of contextually being affected or influenced by ethical leaders. This shows that the support staff in this organization have two antecedents that exist separately to enhance their level of work engagement, namely ethical leadership and proactive personality. This condition may be due to the existence of employee's proactivity as one of the main competency or component of organization performance management system. Support staff groups such as Executive or Clerical at the support level have a

set of personal competencies that serve as a guide to them in their quest to achieve the respective own Key Behavior Target. Therefore, the element of proactivity is already embedded within supportive workforce of the Development Financial Institution (DFI) through the application of performance management, which also involves other elements of value-related elements such as responsiveness and resilience inside their respective performance management competencies. The use of proactive personality as an element of interaction – in this context, as support staff self-competency – did not significantly affect the ethical leadership and work engagement relationship due to the possibility of the existence of two separate entities, particularly in the form of manager competencies and support worker competencies. It is this argument that creates the possibility of negative outcomes where high proactive personality among support workers in the context of this Development Financial Institution (DFI) does not directly affect or moderate the relationship between ethical leadership and work engagement because both elements are exist differently.

5.2 Study Limitations

This study has a few limitations that need to be highlighted and considered.

The first limitation of this study is related to the small number of sample respondents. The number of respondents or samples for the purpose of this study is only 103 people from the overall support staff population of selected Development Financial Institution (DFI). Therefore, the results of this study cannot be generalised to a larger context, and are solely focused on the purpose of the studying the

population at the selected company. Although the results of this study provide a clear picture of the relationship between variables, attention should be given to ways to overcome the use of a small number of respondents through a more systematic and comprehensive sampling method to ensure that a large and appropriate number of respondents can be used for research purposes. This ensures that proper results are obtained, and the results are in line with the objectives.

The second limitation is the low accuracy of uni-dimensional instruments used. Accurate use of instruments is essential in any study to ensure that the data obtained is acceptable and able to answer the objectives or hypotheses already designed for the study. Although the use of uni-dimensionality instruments may improve the clarity of study results, it should be further investigated in academic journals before it can be used for the purpose of constructing questionnaires for respondents. A strong variable does not necessarily have an instrument that can serve as a query item, especially to be used in research questionnaire forms. This is likely due to the existence of items that have similarities to each other in terms of structure or whether they have not been validated further in academic journals. Therefore, attention should be given to the use of variable instruments in accordance to the validity test. Additionally, it needs to be accepted in published journals to check for its validity. Alternatively, the researcher could use instruments with various elements called multi-dimensionality instruments.

The third limitation is the small number of independent variables and their context similarities. Selecting an independent variable to predict the dependent variable is important because it gives the researcher an idea of what factors that may have a

significant impact on improving the elements of the dependent variable. The use of variables that have similar contexts and constructs (in the case of this study, leadership) may result in similar data results, which contrasts the aim of the study that is to see how independent factors are different and which is more dominant among them. Although the reviewed literature has presented arguments and evidence that distinguish between chosen variables, such as the different leadership styles that focus on different contexts and constructs, special attention should be given to choosing antecedent independent variables that actually have a significant relation to the study's objectivity. In addition, the independent variables to be studied must at least exist in the organizational environment, either directly from observation or indirectly in literature.

5.3 Further Research Recommendations

This study has a few suggestions and recommendations that need to be highlighted and considered for future studies and also for practical implications.

Firstly, this study suggests future research to use other moderating elements to determine whether other factors may influence the interaction between leadership and work engagement. This is in line with the recommendations of Cai, Cai, Sun, and Ma (2018) who stated that there is an urgent need to study the effects of personal characteristics as moderators in the relationship between leadership style and positive work outcomes, such as work engagement. Some of the moderator elements that can be suggested for future research are trust elements, psychocapital elements, such as self-esteem, resilience, hope, optimism, and self-efficacy or negative elements, such

as narcissism, burnout, or unfairness. The use of specialised elements as moderators can give a more significant, broad, and meaningful results in academic research and also in terms of implications for organizations.

Secondly, this study proposes that a more comprehensive and appropriate instrument for the servant leadership variable should be used to predict its significant relationship with work engagement. The SL-7 Servant Leadership Measurement Questionnaire adapted from Liden, Wayne, Meuser, Hu, Wu, and Liao (2014) may not be appropriate for the purpose of this study because there may be similar contrasts with variables in the ethical leadership instrument which had then produced insignificant preliminary factor analysis results that is possibly caused by the relatively small number of items (7 items). Therefore, it is recommended that the use of other instruments for the servant leadership variable should be encouraged, especially instruments with sub-dimensionality or multi-dimensionality components as they have specific structures of features found in servant leadership variables. The existence of dimensions that define the structure of the servant leadership variable can assist future researchers in deciding which dimensions in the variable have significant and specific predictor effects on the dependent variable and vice versa. One servant leadership instrument that can be suggested is the Servant Leadership Questionnaire by Barbuto and Wheeler (2006) which has 5 sub-dimensions and 23 items.

Thirdly, this study proposes that other leadership styles can be used as antecedents or independent variables to see how different leadership styles influence work engagement. Bakker and Albrecht (2018) stated that there is a trend in research

literature that focuses on the relationship of different types of leadership style and its effect on work engagement. The trend showed that researchers are beginning to look at leadership elements by focusing more on inclusive leadership styles such as authentic leadership, collectivist leadership, shared leadership, paternalistic leadership, adaptive leadership, or distributive leadership - all these leadership styles have distinct features of existence from transformational leadership. With the emergence of various leadership styles in academic journals, it is recommended for future studies to look at these types of leadership styles in greater depth to ascertain whether different leadership styles and behaviour still play a role in positive work outcomes, such as work engagement in nowadays challenging organizational situation and dynamic work environment.

Fourthly, for the organizational context, this study suggests that elements existing in this research, such as servant leadership, ethical leadership, proactive personality, and work engagement should be adapted and extended to other sectors, institutions, or organizations to see if a relationship exists between all the variables, especially among organizations' support staff. Since this study was conducted at Development Financial Institution (DFI), which is a financial institution under the Malaysian government, it is recommended that this study be extended and conducted at other financial institutions, such as commercial banking organization or insurance companies as all these institutions have similarities in its organizational structure which is subject to the Ministry of Finance and put under the provision of the Bank Negara Malaysia. Applying this study to other institutions or organizations can provide future researchers opportunities to add new information and findings to the relationship between leadership style and proactive personality, which can influence

work engagement among support staff at different institutions – in other words, different organizations can produce different results.

Finally, for the organizational context as well, this study suggests that organizations should pay close attention to applying effective strategies in improving ethical behaviour not only among managers but also to their subordinates or support staff. As the findings of this study show that the selected Development Financial Institution (DFI) support staff have high levels of proactive personality, this does not mean that they have to do with the ethical behaviour practiced by their managers as they exist separately. Therefore, organizations particularly this company can create codes of ethics for two types of categories: for managers up to the top management level and for the support staff. This strategy enables the organization to control behaviours that are not in line with good ethics and also help create positive organizational work environment that is guided by moral and ethical practices. In addition, it is suggested that this company can use this study to develop long-term strategies by ensuring that its Human Resources Department, especially the Training and Development unit provides ongoing and continuous training by emphasising on the ethical aspects of managers behaviour and how to apply it in their work situation.

5.4 Conclusion

As conclusion, this study provide an insight and evidence into the relationship between ethical leadership, proactive personality and work engagement among Development Financial Institution (DFI) support staff. It is found that ethical leadership and proactive personality optimumly can improve the level of work engagement. Organization should focus more into enhancing the leadership behavior among their managers and take appropriate action to increase work engagement among their support staff.



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APPENDIX A: Sample of Questionnaire Form



Questionnaire Form (Borang Soal-Selidik)

**RELATIONSHIP OF SERVANT LEADERSHIP & ETHICAL LEADERSHIP ON WORK
ENGAGEMENT AMONG SUPPORT STAFF: THE ROLE OF
PROACTIVE PERSONALITY AS MODERATOR**

**(HUBUNGAN KEPIMPINAN SERVANT & KEPIMPINAN ETIKA TERHADAP
KETERLIBATAN KERJA DI KALANGAN STAF SOKONGAN
PERANAN PERSONALITI PROAKTIF SEBAGAI MODERATOR)**

The objective of this research study is to find the relationship of servant leadership & ethical leadership on work engagement among support staff where the role of proactive personality will be use as moderator. This study intended for academic and scientific research only. Therefore, confidentiality is assured. The questionnaire takes about 10-15 minutes and it is hope that you will be able to answer this questionnaire as sincerely and honestly on the basis of the requirements of this questionnaire. Your cooperation is highly appreciated and thanks for your participation.

(Objektif kajian ini adalah untuk mengkaji hubungan antara kepimpinan servant dan kepimpinan etika terhadap keterlibatan kerja di kalangan staf sokongan di mana peranan personaliti proaktif akan digunakan sebagai moderator. Kajian ini bertujuan untuk penyelidikan akademik sahaja, oleh itu kerahsiaan adalah terjamin. Soal-selidik ini mengambil masa kira-kira 10 minit dan berharap anda dapat menjawab soal selidik ini dengan ikhlas dan jujur berdasarkan syarat soal selidik ini. Kerjasama anda amat dihargai dan terima kasih atas penyertaan anda.)

Researcher (Penyelidik): Fazly Bin Noordin (fazly_jh@yahoo.com / 018-4004922)
Supervisor (Penyelia): Dr. Zurina Binti Adnan, Senior Lecturer, UUMKL (rma@uum.edu.my / 012-5348078)
Master Degree of Human Resource Management, Final Year, UUMKL

Section Respondent Demography (Bahagian Demografi Responden)

1. Gender (Jantina) : ☐ Men (Lelaki) ☐ Women (Perempuan)
2. Age (Umur) : ☐ 18-25 ☐ 26-33 ☐ 34-41 ☐ 42-50
☐ 51 & above (51 dan ke atas)
3. Years of employment (Tahun berkhidmat) : ☐ Less than 1 years (Kurang dari 1 tahun)
☐ 1-5 years (1-5 tahun)
☐ 6-10 years (6-10 tahun)
☐ 11-20 years (11-20 tahun)
☐ More than 20 years (Lebih dari 20 tahun)
4. Position (Jawatan) : ☐ Assistant Manager (Penolong Pengurus)
☐ Senior Executive (Eksekutif Kanan)
☐ Executive (Eksekutif)
☐ Clerical/Office Assistant (Kerani/Pembantu Pejabat)
5. Highest qualification (Kelayakan tertinggi) : ☐ SPM
☐ Diploma (Diploma)
☐ Bachelor Degree
☐ Master Degree
☐ PhD

Section A (Bahagian A)

The following statements are about how you perceived and perception of your immediate manager at work. Please tick (/) or black the number either from "1" to "7" that best describes how do you agree to the statements. (Pernyataan berikut adalah mengenai bagaimana perasaan dan persepsi anda terhadap pengurus langsung anda di tempat kerja. Sila tandakan (/) atau hitamkan nombor dari "1" hingga "7" yang paling menggambarkan bagaimana anda bersetuju dengan pernyataan tersebut.)

Strongly disagree (Sangat tidak bersetuju) = ① Slightly agree (Sedikit bersetuju) = ⑤
 Disagree (Tidak bersetuju) = ② Agree (Bersetuju) = ⑥
 Slightly disagree (Sedikit tidak bersetuju) = ③ Strongly agree (Sangat bersetuju) = ⑦
 Neutral (Neutral) = ④

No.	Statements/Items (Pernyataan/Item)	Scale (Skala)
1	<i>My immediate manager can tell is something work-related is going wrong.</i> (Pengurus langsung saya boleh memberitahu sama terdapat kesalahan dalam perkara berkaitan pekerjaan.)	① ② ③ ④ ⑤ ⑥ ⑦
2	<i>My immediate manager make my career development is a priority.</i> (Pengurus segera saya menjadikan pembangunan kerjaya saya sebagai keutamaan.)	① ② ③ ④ ⑤ ⑥ ⑦
3	<i>I would seek help from my immediate manager if I had a personal problem.</i> (Saya akan mendapatkan bantuan daripada pengurus langsung saya sekiranya saya mempunyai masalah peribadi.)	① ② ③ ④ ⑤ ⑥ ⑦
4	<i>My immediate manager emphasizes the importance of giving back to community.</i> (Pengurus langsung saya menekankan pentingnya memberi kembali kepada komuniti.)	① ② ③ ④ ⑤ ⑥ ⑦
5	<i>My immediate manager puts my best interest ahead of his/her own interest.</i> (Pengurus langsung saya meletakkan kepentingan saya di hadapan berbanding dengan kepentingannya sendiri.)	① ② ③ ④ ⑤ ⑥ ⑦
6	<i>My immediate manager gives me the freedom to handle the difficult situation in the way I feel is the best.</i> (Pengurus langsung saya memberi saya kebebasan untuk menangani situasi yang sukar dengan cara yang saya rasa adalah yang terbaik.)	① ② ③ ④ ⑤ ⑥ ⑦
7	<i>My immediate manager would not compromise ethical principles in order to achieve success.</i> (Pengurus langsung saya tidak akan berkompromi dengan prinsip beretika demi untuk mencapai kejayaan.)	① ② ③ ④ ⑤ ⑥ ⑦
8	<i>My immediate manager conducts his/her personal life in an ethical manner.</i> (Pengurus langsung saya menjalani kehidupan peribadinya secara beretika.)	① ② ③ ④ ⑤ ⑥ ⑦
9	<i>My immediate manager defines success not just by results but also the way that the success is obtained.</i> (Pengurus langsung saya mendefinisikan kejayaan itu bukan hanya dari hasil tetapi juga bagaimana cara kejayaan itu diperolehi.)	① ② ③ ④ ⑤ ⑥ ⑦
10	<i>My immediate manager listens to what I have to say.</i> (Pengurus langsung saya mendengar apa yang saya katakan.)	① ② ③ ④ ⑤ ⑥ ⑦
11	<i>My immediate manager disciplines staff who violated ethical standards.</i> (Pengurus langsung saya mendisiplinkan staf yang melanggar standard etika.)	① ② ③ ④ ⑤ ⑥ ⑦
12	<i>My immediate manager makes fair and balanced decisions.</i> (Pengurus langsung saya membuat keputusan yang adil dan seimbang.)	① ② ③ ④ ⑤ ⑥ ⑦
13	<i>My immediate manager can be trusted.</i> (Pengurus langsung saya boleh dipercayai.)	① ② ③ ④ ⑤ ⑥ ⑦
14	<i>My immediate manager discusses business ethics or values with me.</i> (Pengurus langsung saya membincangkan etika perniagaan atau nilai-nilai dengan saya.)	① ② ③ ④ ⑤ ⑥ ⑦
15	<i>My immediate manager sets an example of how to do things the right way in terms of ethics.</i> (Pengurus langsung saya menetapkan satu contoh bagaimana untuk melakukan sesuatu perkara yang betul dari segi etika.)	① ② ③ ④ ⑤ ⑥ ⑦
16	<i>My immediate manager has the best interest of staff in his/her mind</i> (Pengurus langsung saya mempunyai kepentingan yang terbaik untuk staf dalam fikirannya.)	① ② ③ ④ ⑤ ⑥ ⑦
17	<i>My immediate manager always asks "what is the right thing to do?" when making decisions.</i> (Pengurus langsung saya sentiasa bertanya "apakah yang patut dilakukan?" ketika membuat keputusan.)	① ② ③ ④ ⑤ ⑥ ⑦

Section B (Seksyen B)

The following statements are about how you describe yourself at work. Please tick (/) or black the number either from "1" to "7" that best describes how you agree to the statements. (Kenyataan berikut adalah tentang bagaimana anda menggambarkan diri anda di tempat kerja. Sila tandakan (/) atau hitamkan nombor dari "1" hingga "7" yang paling menggambarkan bagaimana anda bersetuju dengan pernyataan tersebut.)

Strongly disagree (Sangat tidak bersetuju) = ① Slightly agree (Sedikit bersetuju) = ⑤
 Disagree (Tidak bersetuju) = ② Agree (Bersetuju) = ⑥
 Slightly disagree (Sedikit tidak bersetuju) = ③ Strongly agree (Sangat bersetuju) = ⑦
 Neutral (Neutral) = ④

No.	Statements/Items (Pernyataan/Item)	Scale (Skala)
1	<i>I am constantly on the lookout for new ways to improve my life.</i> (Saya sentiasa mencari jalan untuk memperbaiki kehidupan saya.)	① ② ③ ④ ⑤ ⑥ ⑦
2	<i>Wherever I have been, I have been a powerful force for constructive change.</i> (Di mana sahaja saya berada, saya menjadi pendorong yang kuat dalam apa-apa bentuk perubahan yang membina.)	① ② ③ ④ ⑤ ⑥ ⑦
3	<i>Nothing is more exciting than seeing my ideas turn into reality.</i> (Tiada yang lebih mengujakan daripada melihat idea saya menjadi kenyataan.)	① ② ③ ④ ⑤ ⑥ ⑦
4	<i>If I see something I don't like, I fix it.</i> (Jika saya melihat sesuatu yang saya tidak suka, saya membetulkannya.)	① ② ③ ④ ⑤ ⑥ ⑦
5	<i>No matter what the odds, if I believe in something, I will make it happen.</i> (Tidak kira apa kemungkinannya, jika saya percaya akan sesuatu, saya akan melakukannya.)	① ② ③ ④ ⑤ ⑥ ⑦
6	<i>I love being a champion for my ideas, even against others opposition.</i> (Saya suka menjadi juara untuk idea saya, walaupun terdapat tentangan dari yang lain.)	① ② ③ ④ ⑤ ⑥ ⑦
7	<i>I excel at finding opportunities.</i> (Saya bagus dalam mencari peluang.)	① ② ③ ④ ⑤ ⑥ ⑦
8	<i>I am always looking for better ways to do things.</i> (Saya sentiasa mencari cara yang lebih baik dalam melakukan sesuatu.)	① ② ③ ④ ⑤ ⑥ ⑦
9	<i>If I believe in an idea, no obstacles will prevent me from making it happen.</i> (Jika saya percaya pada idea, tiada halangan akan menyekat saya daripada menjadikannya berlaku.)	① ② ③ ④ ⑤ ⑥ ⑦
10	<i>I can spot a good opportunity long before others can.</i> (Saya dapat melihat peluang yang baik sebelum orang lain boleh melihatnya.)	① ② ③ ④ ⑤ ⑥ ⑦

Section C (Seksyen C)

The following statements are about how you describe yourself at work. Please tick (/) or black the number either from "1" to "7" that best describes how do you agree to the statements. (Kenyataan berikut adalah tentang bagaimana anda menggambarkan diri anda di tempat kerja. Sila tandakan (/) atau hitamkan nombor dari "1" hingga "7" yang paling menggambarkan bagaimana anda bersetuju dengan pernyataan tersebut.)

- Never (Tidak Pernah)* = ①
Almost Never (Hampir Tidak Pernah) / A few times a year or less (Beberapa kali setahun atau kurang) = ②
Rarely (Jarang-jarang) / Once a month or less (Sekali sebulan atau kurang) = ③
Sometimes (Kadang-kadang) / A few times a month (Beberapa kali sebulan) = ④
Often (Kerap kali) / Once a week (Sekali seminggu) = ⑤
Very Often (Sangat Kerap kali) / A few times a week (Beberapa kali seminggu) = ⑥
Always (Sentiasa) / Every day (Setiap hari) = ⑦

No.	Statements/Items (Pernyataan/Item)	Scale (Skala)
1	<i>At my work, I feel bursting with energy.</i> (Di tempat kerja saya, saya berasa penuh dengan tenaga.)	① ② ③ ④ ⑤ ⑥ ⑦
2	<i>At my job, I feel strong and vigorous.</i> (Pada tugas saya, saya berasa kuat dan bertenaga.)	① ② ③ ④ ⑤ ⑥ ⑦
3	<i>I am enthusiastic about my job.</i> (Saya bersemangat dengan kerja saya.)	① ② ③ ④ ⑤ ⑥ ⑦
4	<i>My job inspires me.</i> (Kerja saya memberi inspirasi kepada saya.)	① ② ③ ④ ⑤ ⑥ ⑦
5	<i>When I get up in the morning, I feel like going to work.</i> (Ketika saya bangun pada waktu pagi, saya berasa teringin untuk pergi bekerja)	① ② ③ ④ ⑤ ⑥ ⑦
6	<i>I feel happy when I am working intensely.</i> (Saya berasa gembira apabila saya bekerja dengan kuat/gigih.)	① ② ③ ④ ⑤ ⑥ ⑦
7	<i>I am proud of the work that I do.</i> (Saya berasa bangga dengan kerja yang saya lakukan.)	① ② ③ ④ ⑤ ⑥ ⑦
8	<i>I am immersed in my work.</i> (Saya terlalu asyik/tenggelam dalam kerja saya.)	① ② ③ ④ ⑤ ⑥ ⑦
9	<i>I get carried away when I'm working.</i> (Saya terbawa-bawa diri saya ketika saya bekerja.)	① ② ③ ④ ⑤ ⑥ ⑦

Thanks for your participants in this research questionnaire.

(Terima kasih atas penyertaan anda dalam kajian soal-selidik ini.)

APPENDIX B: Selected SPSS Output

Reliability Statistics

Cronbach's Alpha	N of Items
.929	9

Reliability Statistics

Cronbach's Alpha	N of Items
.898	10

Reliability Statistics

Cronbach's Alpha	N of Items
.884	10

Reliability Statistics

Cronbach's Alpha	N of Items
.759	7

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.838
Bartlett's Test of Sphericity	Approx. Chi-Square
	2.864E3
	df
	630
	Sig.
	.000

Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.593	34.979	34.979	8.053	22.368	22.368
2	4.697	13.048	48.027	5.559	15.442	37.810
3	3.286	9.126	57.154	5.548	15.411	53.221
4	1.535	4.264	61.418	2.123	5.896	59.117
5	1.315	3.652	65.070	1.792	4.978	64.094
6	1.161	3.226	68.296	1.297	3.602	67.696
7	1.022	2.839	71.135	1.238	3.439	71.135
8	.946	2.628	73.763			
9	.872	2.423	76.186			
10	.787	2.187	78.373			
11	.730	2.029	80.402			
12	.638	1.773	82.175			
13	.607	1.685	83.861			
14	.573	1.591	85.451			
15	.505	1.401	86.853			
16	.458	1.273	88.126			
17	.439	1.220	89.346			
18	.387	1.075	90.421			
19	.376	1.045	91.466			
20	.356	.990	92.456			
21	.322	.895	93.351			
22	.310	.862	94.213			
23	.262	.729	94.942			
24	.252	.700	95.642			
25	.224	.622	96.264			
26	.200	.555	96.819			
27	.188	.523	97.342			
28	.173	.480	97.822			
29	.160	.444	98.267			
30	.138	.383	98.650			
31	.119	.330	98.980			
32	.107	.298	99.277			
33	.089	.248	99.526			
34	.064	.179	99.704			
35	.059	.163	99.868			
36	.048	.132	100.000			

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component						
	1	2	3	4	5	6	7
SL1						.820	
SL2	.548			.470			
SL3				.334	.350	-.508	.347
SL4	.311			.651	.309		
SL5	.661			.428			
SL6	.565			.545			
SL7	.454			.490		.325	
EL1	.792						
EL2	.701			.370			
EL3	.796						
EL4	.581						.316
EL5	.867						
EL6	.892						
EL7	.756						
EL8	.761						
EL9	.858						
EL10	.730						
PP1			.544				.425
PP2			.698				
PP3			.544				.544
PP4			.692				
PP5			.713				
PP6			.723				
PP7			.768				
PP8	.334		.684				
PP9			.781				
PP10			.772				
WE1		.844					
WE2		.851					
WE3		.849					
WE4		.869					
WE5		.758					
WE6		.756					
WE7		.810					
WE8		.454			.712		
WE9		.325			.716		

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.856
Bartlett's Test of Sphericity Approx. Chi-Square	1.780E3
df	231
Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	8.328	37.854	37.854	5.585	25.386	25.386
2	3.875	17.612	55.466	5.143	23.376	48.762
3	2.882	13.098	68.564	4.356	19.802	68.564
4	.897	4.078	72.642			
5	.783	3.557	76.200			
6	.678	3.082	79.282			
7	.569	2.585	81.867			
8	.554	2.517	84.384			
9	.473	2.149	86.533			
10	.433	1.970	88.503			
11	.381	1.733	90.236			
12	.338	1.539	91.775			
13	.304	1.380	93.155			
14	.262	1.191	94.345			
15	.243	1.102	95.448			
16	.217	.987	96.435			
17	.189	.861	97.295			
18	.159	.722	98.017			
19	.142	.646	98.663			
20	.126	.574	99.237			
21	.094	.426	99.663			
22	.074	.337	100.000			

Extraction Method: Principal Component Analysis.

Rotated Component Matrix^a

	Component		
	1	2	3
EL1	.790		
EL3	.814		
EL5	.878		
EL6	.881		
EL7	.774		
EL8	.766		
EL9	.864		
EL10	.744		
PP2			.728
PP4			.712
PP5			.719
PP6			.753
PP7			.784
PP9			.782
PP10			.815
WE1		.829	
WE2		.862	
WE3		.876	
WE4		.867	
WE5		.743	
WE6		.790	
WE7		.829	

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 4 iterations.

Descriptives

		Statistic	Std. Error
MEANEL	Mean	5.1857	.10405
	95% Confidence Interval for Mean	Lower Bound	4.9793
		Upper Bound	5.3921
	5% Trimmed Mean	5.2464	
	Median	5.3750	
	Variance	1.115	
	Std. Deviation	1.05601	
	Minimum	1.00	
	Maximum	7.00	
	Range	6.00	
	Interquartile Range	1.62	
	Skewness	-.981	.238
	Kurtosis	1.755	.472

Descriptives

		Statistic	Std. Error
MEANPP	Mean	5.1678	.08195
	95% Confidence Interval for Mean	Lower Bound	5.0053
		Upper Bound	5.3304
	5% Trimmed Mean	5.1768	
	Median	5.0000	
	Variance	.692	
	Std. Deviation	.83165	
	Minimum	3.14	
	Maximum	7.00	
	Range	3.86	
	Interquartile Range	1.29	
	Skewness	-.128	.238
	Kurtosis	-.557	.472

Descriptives

		Statistic	Std. Error
MEANWE	Mean	5.3398	.09967
	95% Confidence Interval for Mean		
	Lower Bound	5.1421	
	Upper Bound	5.5375	
	5% Trimmed Mean	5.3718	
	Median	5.4286	
	Variance	1.023	
	Std. Deviation	1.01156	
	Minimum	2.57	
	Maximum	7.00	
	Range	4.43	
	Interquartile Range	1.57	
	Skewness	-.349	.238
	Kurtosis	-.395	.472

Correlations

		MEANEL	MEANPP	MEANWE
MEANEL	Pearson Correlation	1	.354**	.273**
	Sig. (2-tailed)		.000	.005
	N	103	103	103
MEANPP	Pearson Correlation	.354**	1	.361**
	Sig. (2-tailed)	.000		.000
	N	103	103	103
MEANWE	Pearson Correlation	.273**	.361**	1
	Sig. (2-tailed)	.005	.000	
	N	103	103	103

** . Correlation is significant at the 0.01 level (2-tailed).

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.273 ^a	.075	.065	.97788
2	.393 ^b	.155	.138	.93939
3	.407 ^c	.165	.140	.93801

a. Predictors: (Constant), MEANEL

b. Predictors: (Constant), MEANEL, MEANPP

c. Predictors: (Constant), MEANEL, MEANPP, ELbyPP

ANOVA^d

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.791	1	7.791	8.148	.005 ^a
	Residual	96.581	101	.956		
	Total	104.372	102			
2	Regression	16.127	2	8.063	9.138	.000 ^b
	Residual	88.245	100	.882		
	Total	104.372	102			
3	Regression	17.266	3	5.755	6.541	.000 ^c
	Residual	87.106	99	.880		
	Total	104.372	102			

a. Predictors: (Constant), MEANEL

b. Predictors: (Constant), MEANEL, MEANPP

c. Predictors: (Constant), MEANEL, MEANPP, ELbyPP

d. Dependent Variable: MEANWE

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.983	.485		8.209	.000
	MEANEL	.262	.092	.273	2.854	.005
2	(Constant)	2.615	.644		4.058	.000
	MEANEL	.159	.094	.166	1.690	.094
	MEANPP	.368	.120	.302	3.073	.003
3	(Constant)	2.628	.644		4.083	.000
	MEANEL	.184	.097	.192	1.907	.059
	MEANPP	.347	.121	.286	2.877	.005
	ELbyPP	-.108	.095	-.108	-1.138	.258

a. Dependent Variable: MEANWE



UUM
Universiti Utara Malaysia

Questionnaire Form (Borang Soal-Selidik)

**RELATIONSHIP OF SERVANT LEADERSHIP & ETHICAL LEADERSHIP ON WORK
ENGAGEMENT AMONG SUPPORT STAFF: THE ROLE OF
PROACTIVE PERSONALITY AS MODERATOR**

**(HUBUNGAN KEPIMPINAN SERVANT & KEPIMPINAN ETIKA TERHADAP
KETERLIBATAN KERJA DI KALANGAN STAF SOKONGAN
PERANAN PERSONALITI PROAKTIF SEBAGAI MODERATOR)**

The objective of this research study is to find the relationship of servant leadership & ethical leadership on work engagement among support staff where the role of proactive personality will be use as moderator. This study intended for academic and scientific research only. Therefore, confidentiality is assured. The questionnaire takes about 10-15 minutes and it is hope that you will be able to answer this questionnaire as sincerely and honestly on the basis of the requirements of this questionnaire. Your cooperation is highly appreciated and thanks for your participation.

(Objektif kajian ini adalah untuk mengkaji hubungan antara kepimpinan servant dan kepimpinan etika terhadap keterlibatan kerja di kalangan staf sokongan di mana peranan personaliti proaktif akan digunakan sebagai moderator. Kajian ini bertujuan untuk penyelidikan akademik sahaja, oleh itu kerahsiaan adalah terjamin. Soal-selidik ini mengambil masa kira-kira 10 minit dan berharap anda dapat menjawab soal selidik ini dengan ikhlas dan jujur berdasarkan syarat soal selidik ini. Kerjasama anda amat dihargai dan terima kasih atas penyertaan anda.)

Researcher (Penyelidik): Fazly Bin Noordin (fazly_jh@yahoo.com / 018-4004922)

*Supervisor (Penyelia): Dr. Zurina Binti Adnan, Senior Lecturer, UUMKL (rina@uum.edu.my / 012-5348078)
Master Degree of Human Resource Management, Final Year, UUMKL*

Section Respondent Demography (Bahagian Demografi Responden)

1. Gender (Jantina) : ☐ Men (Lelaki) ☐ Women (Perempuan)
2. Age (Umur) : ☐ 18-25 ☐ 26-33 ☐ 34-41 ☐ 42-50
☐ 51 & above (51 dan ke atas)
3. Years of employment (Tahun berkhidmat) : ☐ Less than 1 years (Kurang dari 1 tahun)
☐ 1-5 years (1-5 tahun)
☐ 6-10 years (6-10 tahun)
☐ 11-20 years (11-20 tahun)
☐ More than 20 years (Lebih dari 20 tahun)
4. Position (Jawatan) : ☐ Assistant Manager (Penolong Pengurus)
☐ Senior Executive (Eksekutif Kanan)
☐ Executive (Eksekutif)
☐ Clerical/Office Assistant (Kerani/Pembantu Pejabat)
5. Highest qualification (Kelayakan tertinggi) : ☐ SPM
☐ Diploma (Diploma)
☐ Bachelor Degree
☐ Master Degree
☐ PhD

Section A (Bahagian A)

The following statements are about how you perceived and perception of your immediate manager at work. Please tick (/) or black the number either from "1" to "7" that best describes how do you agree to the statements. (Pernyataan berikut adalah mengenai bagaimana perasaan dan persepsi anda terhadap pengurus langsung anda di tempat kerja. Sila tandakan (/) atau hitamkan nombor dari "1" hingga "7" yang paling menggambarkan bagaimana anda bersetuju dengan pernyataan tersebut.)

Strongly disagree (Sangat tidak bersetuju) = ① *Slightly agree* (Sedikit bersetuju) = ⑤
Disagree (Tidak bersetuju) = ② *Agree* (Bersetuju) = ⑥
Slightly disagree (Sedikit tidak bersetuju) = ③ *Strongly agree* (Sangat bersetuju) = ⑦
Neutral (Neutral) = ④

No.	Statements/Items (Pernyataan/Item)	Scale (Skala)
1	<i>My immediate manager can tell is something work-related is going wrong.</i> (Pengurus langsung saya boleh memberitahu sama terdapat kesalahan dalam perkara berkaitan pekerjaan.)	① ② ③ ④ ⑤ ⑥ ⑦
2	<i>My immediate manager make my career development is a priority.</i> (Pengurus segera saya menjadikan pembangunan kerjaya saya sebagai keutamaan.)	① ② ③ ④ ⑤ ⑥ ⑦
3	<i>I would seek help from my immediate manager if I had a personal problem.</i> (Saya akan mendapatkan bantuan daripada pengurus langsung saya sekiranya saya mempunyai masalah peribadi.)	① ② ③ ④ ⑤ ⑥ ⑦
4	<i>My immediate manager emphasizes the importance of giving back to community.</i> (Pengurus langsung saya menekankan pentingnya memberi kembali kepada komuniti.)	① ② ③ ④ ⑤ ⑥ ⑦
5	<i>My immediate manager puts my best interest ahead of his/her own interest.</i> (Pengurus langsung saya meletakkan kepentingan saya di hadapan berbanding dengan kepentingannya sendiri.)	① ② ③ ④ ⑤ ⑥ ⑦
6	<i>My immediate manager gives me the freedom to handle the difficult situation in the way I feel is the best.</i> (Pengurus langsung saya memberi saya kebebasan untuk menangani situasi yang sukar dengan cara yang saya rasa adalah yang terbaik.)	① ② ③ ④ ⑤ ⑥ ⑦
7	<i>My immediate manager would not compromise ethical principles in order to achieve success.</i> (Pengurus langsung saya tidak akan berkompromi dengan prinsip beretika demi untuk mencapai kejayaan.)	① ② ③ ④ ⑤ ⑥ ⑦
8	<i>My immediate manager conducts his/her personal life in an ethical manner.</i> (Pengurus langsung saya menjalani kehidupan peribadinya secara beretika.)	① ② ③ ④ ⑤ ⑥ ⑦
9	<i>My immediate manager defines success not just by results but also the way that the success is obtained.</i> (Pengurus langsung saya mendefiniskan kejayaan itu bukan hanya dari hasil tetapi juga bagaimana cara kejayaan itu diperolehi.)	① ② ③ ④ ⑤ ⑥ ⑦
10	<i>My immediate manager listens to what I have to say.</i> (Pengurus langsung saya mendengar apa yang saya katakan.)	① ② ③ ④ ⑤ ⑥ ⑦
11	<i>My immediate manager disciplines staff who violated ethical standards.</i> (Pengurus langsung saya mendisiplinkan staf yang melanggar standard etika.)	① ② ③ ④ ⑤ ⑥ ⑦
12	<i>My immediate manager makes fair and balanced decisions.</i> (Pengurus langsung saya membuat keputusan yang adil dan seimbang.)	① ② ③ ④ ⑤ ⑥ ⑦
13	<i>My immediate manager can be trusted.</i> (Pengurus langsung saya boleh dipercayai.)	① ② ③ ④ ⑤ ⑥ ⑦
14	<i>My immediate manager discusses business ethics or values with me.</i> (Pengurus langsung saya membincangkan etika perniagaan atau nilai-nilai dengan saya.)	① ② ③ ④ ⑤ ⑥ ⑦
15	<i>My immediate manager sets an example of how to do things the right way in terms of ethics.</i> (Pengurus langsung saya menetapkan satu contoh bagaimana untuk melakukan sesuatu perkara yang betul dari segi etika.)	① ② ③ ④ ⑤ ⑥ ⑦
16	<i>My immediate manager has the best interest of staff in his/her mind</i> (Pengurus langsung saya mempunyai kepentingan yang terbaik untuk staf dalam fikirannya.)	① ② ③ ④ ⑤ ⑥ ⑦
17	<i>My immediate manager always asks "what is the right thing to do?" when making decisions.</i> (Pengurus langsung saya sentiasa bertanya "apakah yang patut dilakukan?" ketika membuat keputusan.)	① ② ③ ④ ⑤ ⑥ ⑦

Section B (Seksyen B)

The following statements are about how you describe yourself at work. Please tick (/) or black the number either from “1” to “7” that best describes how do you agree to the statements. (Kenyataan berikut adalah tentang bagaimana anda menggambarkan diri anda di tempat kerja. Sila tandakan (/) atau hitamkan nombor dari "1" hingga "7" yang paling menggambarkan bagaimana anda bersetuju dengan pernyataan tersebut.)

Strongly disagree (Sangat tidak bersetuju) = ① *Slightly agree* (Sedikit bersetuju) = ⑤
Disagree (Tidak bersetuju) = ② *Agree* (Bersetuju) = ⑥
Slightly disagree (Sedikit tidak bersetuju) = ③ *Strongly agree* (Sangat bersetuju) = ⑦
Neutral (Neutral) = ④

No.	Statements/Items (Pernyataan/Item)	Scale (Skala)
1	<i>I am constantly on the lookout for new ways to improve my life.</i> (Saya sentiasa mencari jalan untuk memperbaiki kehidupan saya.)	① ② ③ ④ ⑤ ⑥ ⑦
2	<i>Wherever I have been, I have been a powerful force for constructive change.</i> (Di mana sahaja saya berada, saya menjadi pendorong yang kuat dalam apa-apa bentuk perubahan yang membina.)	① ② ③ ④ ⑤ ⑥ ⑦
3	<i>Nothing is more exciting than seeing my ideas turn into reality.</i> (Tiada yang lebih mengujakan daripada melihat idea saya menjadi kenyataan.)	① ② ③ ④ ⑤ ⑥ ⑦
4	<i>If I see something I don't like, I fix it.</i> (Jika saya melihat sesuatu yang saya tidak suka, saya membetulkannya.)	① ② ③ ④ ⑤ ⑥ ⑦
5	<i>No matter what the odds, if I believe in something, I will make it happen.</i> (Tidak kira apa kemungkinannya, jika saya percaya akan sesuatu, saya akan melakukannya.)	① ② ③ ④ ⑤ ⑥ ⑦
6	<i>I love being a champion for my ideas, even against others opposition.</i> (Saya suka menjadi juara untuk idea saya, walaupun terdapat tentangan dari yang lain.)	① ② ③ ④ ⑤ ⑥ ⑦
7	<i>I excel at finding opportunities.</i> (Saya bagus dalam mencari peluang.)	① ② ③ ④ ⑤ ⑥ ⑦
8	<i>I am always looking for better ways to do things.</i> (Saya sentiasa mencari cara yang lebih baik dalam melakukan sesuatu.)	① ② ③ ④ ⑤ ⑥ ⑦
9	<i>If I believe in an idea, no obstacles will prevent me from making it happen.</i> (Jika saya percaya pada idea, tiada halangan akan menyekat saya daripada menjadikannya berlaku.)	① ② ③ ④ ⑤ ⑥ ⑦
10	<i>I can spot a good opportunity long before others can.</i> (Saya dapat melihat peluang yang baik sebelum orang lain boleh melihatnya.)	① ② ③ ④ ⑤ ⑥ ⑦

Section C (Seksyen C)

The following statements are about how you describe yourself at work. Please tick (/) or black the number either from "1" to "7" that best describes how do you agree to the statements. (Kenyataan berikut adalah tentang bagaimana anda menggambarkan diri anda di tempat kerja. Sila tandakan (/) atau hitamkan nombor dari "1" hingga "7" yang paling menggambarkan bagaimana anda bersetuju dengan pernyataan tersebut.)

<i>Never (Tidak Pernah)</i>	= ①
<i>Almost Never (Hampir Tidak Pernah) / A few times a year or less (Beberapa kali setahun atau kurang)</i>	= ②
<i>Rarely (Jarang-jarang) / Once a month or less (Sekali sebulan atau kurang)</i>	= ③
<i>Sometimes (Kadang-kadang) / A few times a month (Beberapa kali sebulan)</i>	= ④
<i>Often (Kerap kali) / Once a week (Sekali seminggu)</i>	= ⑤
<i>Very Often (Sangat Kerap kali) / A few times a week (Beberapa kali seminggu)</i>	= ⑥
<i>Always (Sentiasa) / Every day (Setiap hari)</i>	= ⑦

No.	Statements/Items (Pernyataan/Item)	Scale (Skala)
1	<i>At my work, I feel bursting with energy.</i> (Di tempat kerja saya, saya berasa penuh dengan tenaga.)	① ② ③ ④ ⑤ ⑥ ⑦
2	<i>At my job, I feel strong and vigorous.</i> (Pada tugas saya, saya berasa kuat dan bertenaga.)	① ② ③ ④ ⑤ ⑥ ⑦
3	<i>I am enthusiastic about my job.</i> (Saya bersemangat dengan kerja saya.)	① ② ③ ④ ⑤ ⑥ ⑦
4	<i>My job inspires me.</i> (Kerja saya memberi inspirasi kepada saya.)	① ② ③ ④ ⑤ ⑥ ⑦
5	<i>When I get up in the morning, I feel like going to work.</i> (Ketika saya bangun pada waktu pagi, saya berasa teringin untuk pergi bekerja)	① ② ③ ④ ⑤ ⑥ ⑦
6	<i>I feel happy when I am working intensely.</i> (Saya berasa gembira apabila saya bekerja dengan kuat/gigih.)	① ② ③ ④ ⑤ ⑥ ⑦
7	<i>I am proud of the work that I do.</i> (Saya berasa bangga dengan kerja yang saya lakukan.)	① ② ③ ④ ⑤ ⑥ ⑦
8	<i>I am immersed in my work.</i> (Saya terlalu asyik/tenggelam dalam kerja saya.)	① ② ③ ④ ⑤ ⑥ ⑦
9	<i>I get carried away when I'm working.</i> (Saya terbawa-bawa diri saya ketika saya bekerja.)	① ② ③ ④ ⑤ ⑥ ⑦

Thanks for your participants in this research questionnaire.

(Terima kasih atas penyertaan anda dalam kajian soal-selidik ini.)